



# TOWN OF ARLINGTON

## A VISION AND ACTION PLAN FOR COMMERCIAL AREA REVITALIZATION

July 14, 2010

Larry Koff & Associates

WITH  
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Walker Parking Consultants



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## Introduction

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Residents and business owners have expressed concern with the vitality of the Town's commercial centers. Responding to this interest, the Town Manager and the Board of Selectmen retained in 2009 the services of a consultant team of planners, architects, market and real estate professionals headed by Larry Koff & Associates. The following report assesses the issues and opportunities of the three commercial centers; Arlington Center, East Arlington, and Arlington Heights. Specific strategies to facilitate their enhancement are identified.

There are three basic findings of this report. First, of the three commercial areas, Arlington Center should be the focus of a comprehensive revitalization initiative. Second, a range of activities, including physical improvements, re-tenanting, regulatory reform, and staffing, are needed to carry out this plan. And third, a joint public/private effort at revitalization will be needed. At a joint meeting of the two boards on February 23, 2010, the Board of Selectmen and the Arlington Redevelopment Board concurred that of the three commercial areas, Arlington Center should be the focus of a comprehensive revitalization initiative.

As the Town moves forward on carrying out this plan, it is essential that we see the interest and commitment from property owners, tenants, and local business organizations. Continued involvement by groups such as Friends of the Broadway Plaza, the Capitol Square Group, the Arlington Heights merchants, and the Transportation Advisory Committee will be integral to achieving this vision.

Finally, the Department of Planning & Community Development, with the support of the Board of Selectmen and the Arlington Redevelopment Board, intends to take the lead in managing and implementing this multi-faceted effort. This plan is ambitious and exciting, but not unrealistic. With support from the Town, the business community, and citizens, Arlington can find the resources, talent, and energy to make it a reality.

## Project Overview

The Town of Arlington Board of Selectmen retained Larry Koff & Associates and an associated consultant team to identify strategies to improve the mix of businesses and vitality of the three commercial areas: Arlington Center, Arlington Heights, and East Arlington. Many of the recommendations presented here build on those suggested in ICON Architecture's 1994 ABC Study, which identified the opportunity to create a "string of three villages along the Mass. Ave. boulevard." This report also builds on suggestions by the Arlington Commercial Development Plan Review Committee and comments received at an April 13, 2010 public meeting, a series of workshops in each commercial center for merchants and commercial property owners, a parking meeting in East Arlington for local businesses, and a parking presentation to the Board of Selectment.

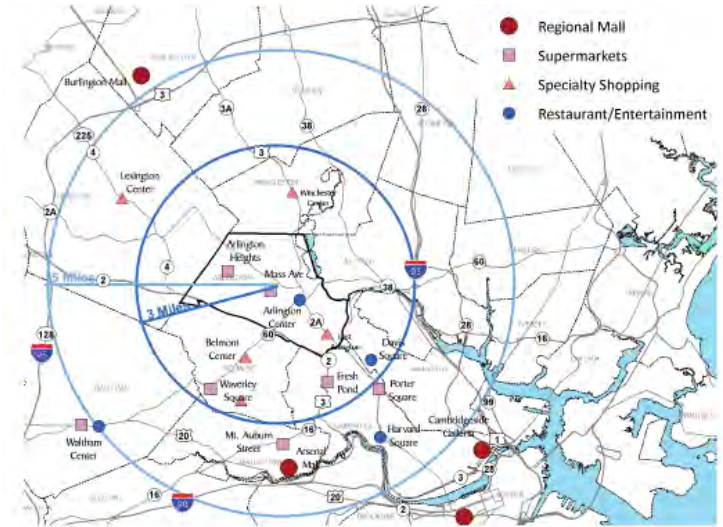
Due to their location, Arlington's commercial areas face regional competition from urban centers like Harvard and Porter Squares in Cambridge and Davis Square in Somerville, to more suburban commercial areas like Winchester Center, Belmont Center, and Lexington Center.



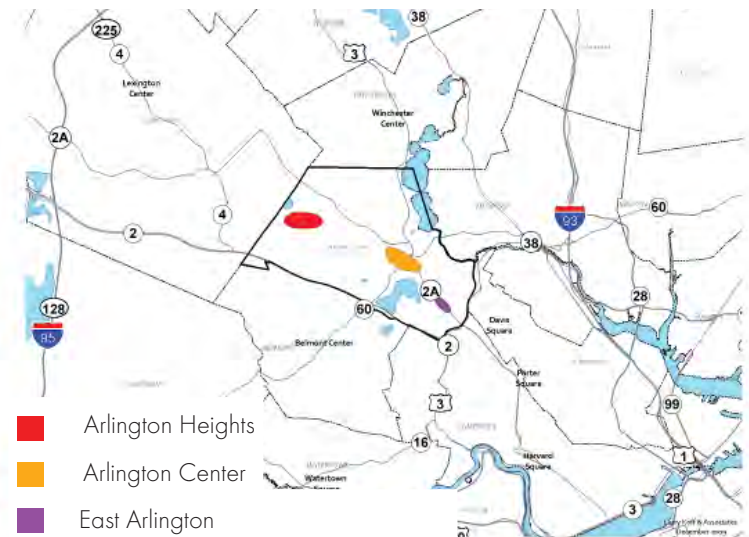
Davis Square



Arlington Center



Competing Retail Areas



## Findings Overview

Arlington's commercial centers have the physical structure – the “bones” – to support their own distinctive identity as successful retail districts. We have assessed the conditions of the three areas in terms of four factors key to the vitality of a commercial area. As indicated in the table below, we have checked off (✓) issues that need to be addressed in each of the commercial areas.

There are 10 areas of concern in Arlington Center, relating to 4 broader issues: identity/promotion, re-tenanting, physical improvements, and organization. Arlington Heights, by contrast, is least in need of revitalization with only 5 areas of concern. East Arlington is emerging as a sub-regional center for creative arts and dining, but still needs to address various concerns in every category.

|   |   | East Arlington | Arlington Center | Arlington Heights |
|---|---|----------------|------------------|-------------------|
| 1 | Identity / Promotion<br>Tourism                         | ✓              | ✓<br>✓           | ✓                 |
| 2 | Re-tenanting<br>Regulatory Reform<br>Parking            | ✓              | ✓<br>✓<br>✓      | ✓<br>✓            |
| 3 | Physical Improvements<br>Sign and Facade<br>Streetscape | ✓<br>✓<br>✓    | ✓<br>✓<br>✓      |                   |
| 4 | Organization<br>Staff                                   | ✓              | ✓<br>✓           | ✓<br>✓            |



East Arlington



Arlington Heights



Broadway Plaza, Arlington Center



## Issues and Opportunities

Each of Arlington's commercial areas has a unique set of issues and opportunities, as well as an individual identity. Efforts at promotion, tenant recruitment and physical improvement should seek to enhance each district's unique identity. Working together, the Town and local business organizations should pursue a multi-faceted agenda of commercial area improvement activities.



### Arlington Heights

Neighborhood center for basic shopping needs, home improvement and building supply, sports, and hobbies. Arlington Lumber and its associated interior improvements store and Wanamaker Hardware store are the foundation of the area as a home improvement district. Additionally, Quad Multi-Sport and Sports Etc. attract sports and hobby enthusiasts of all ages.

While the Heights is in the best physical condition, business organization and retention is lacking compared to the other commercial areas.



### East Arlington

Center for creative arts and crafts, cinema, boutiques and eateries, and local convenience shopping. Capitol Square—the block surrounding the Mass. Ave.-Lake St. intersection—serves as the centerpiece of the district. The Capitol Theater, numerous arts and crafts boutiques, galleries, and gourmet eateries are the foundation on which East Arlington can grow.

East Arlington has a thriving business community that collaboratively works hard to promote the district in a manner that benefits all businesses. However, the physical condition of the area—both in sign and facades along with Mass. Ave. and the parking situation—are in need of attention.



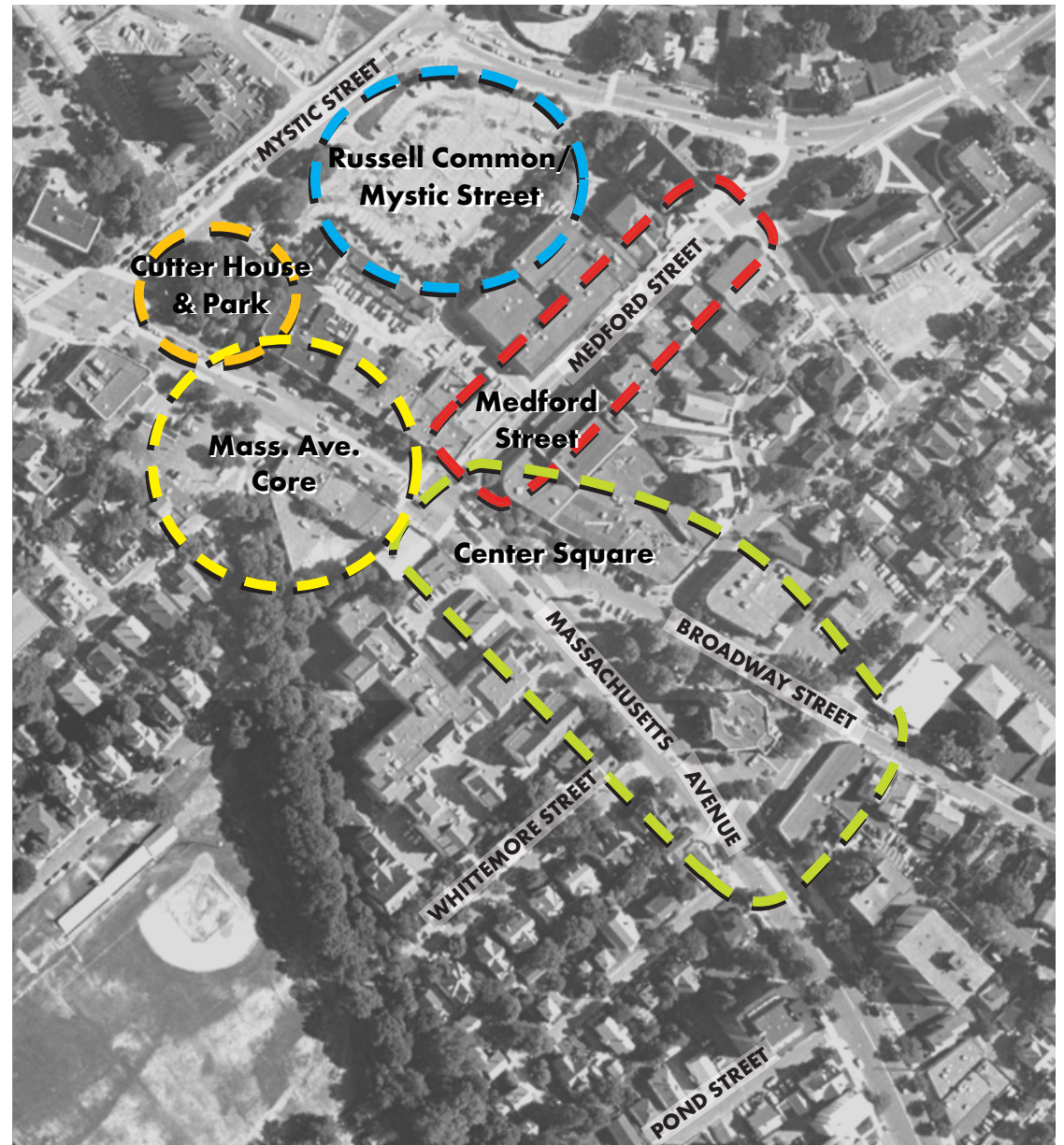


## Arlington Center Issues and Opportunities

Currently, Arlington Center is divided into two districts by Pleasant Street. The focal point of this study is the main shopping, eating, and entertainment area, located east of Pleasant St. Within this area there are 5 sub-districts, each of which is separated by pedestrian barriers, unclear signage, or abrupt streetscape changes. An integral component of the revitalization plan should focus on better connecting these sub-districts to create one contiguous area that is easy to navigate and supportive of all businesses.



- High Activity Area
- Potential Connector Area
- Minuteman Bike Path





# Arlington Center Issues and Opportunities

## Arlington Center

The Town's downtown and primary meeting place, market place, entertainment destination, and civic center for local citizens, families, visitors, and public and private employees.

Arlington Center has become the focal point of this study since it is most in need of improvement. Increasing vacancies, deteriorating infrastructure, and a fragmented business community have eroded the many assets of this commercial district.



Broadway Plaza, Arlington Center

Enhance streetscape character on Medford Street

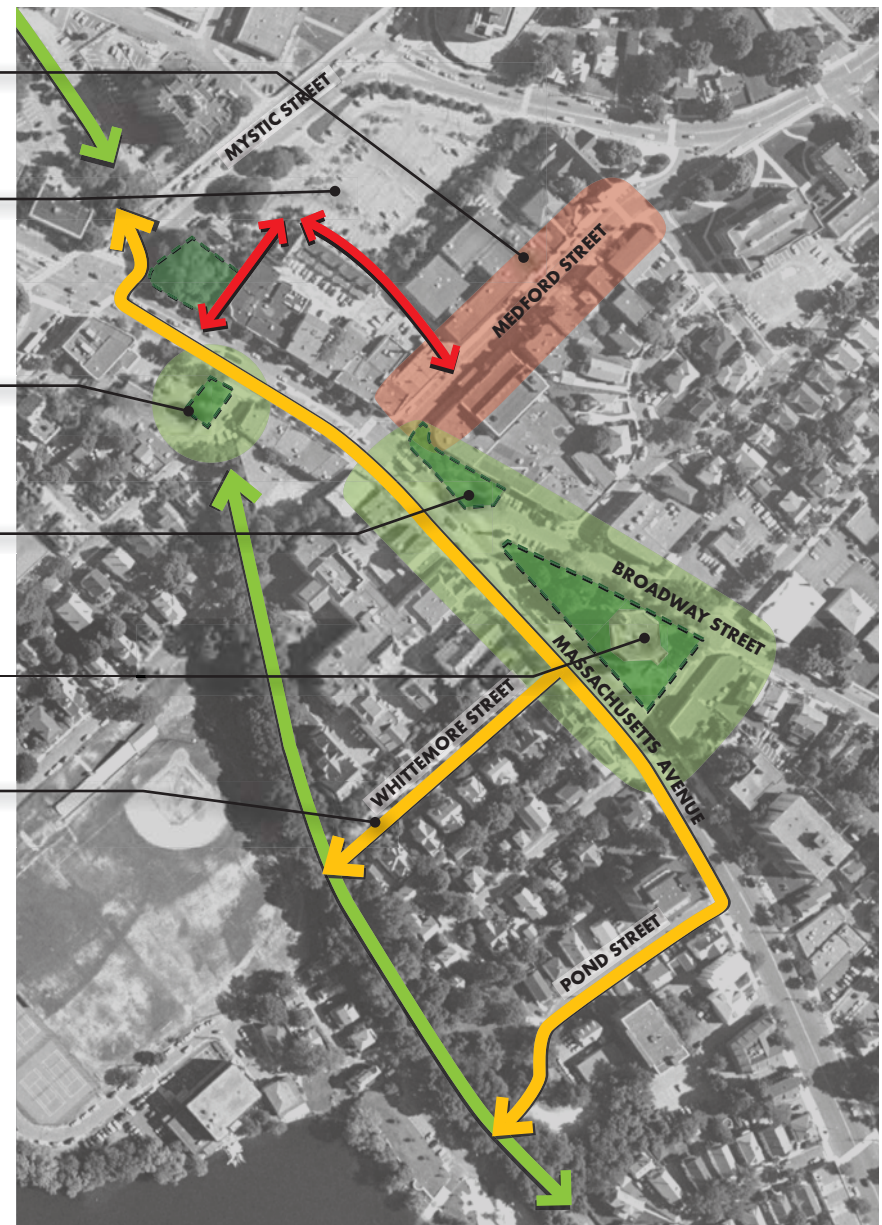
Russell Common: Improve access/wayfinding, visibility, lighting, and maintenance

Improve landscape and bikeway access through "Jam'n Java Plaza"

Improve Broadway Plaza pedestrian environment, parking access, and bus circulation

Convert Fire Station into a retail and food area

Create accessible route off bike path to Mass Ave. via Whittemore Street





## Arlington Center Vision





## An Action Plan for Arlington Center: Overview

The Action Plan for the Arlington Center Revitalization Initiative (ACRI) that has been created for Arlington Center divides the necessary tasks into three broad categories: the work that pertains to the Town's various departments and boards, private sector tasks, and a general funding category for both public and private endeavors.

### Town Departments and Boards

Over the course of the Arlington Center Revitalization Initiative (ACRI), a Town Economic Development Coordinator would meet with the following boards to discuss and plan myriad objectives: Historical Commission, Open Space Committee, Bicycle Advisory Committee, Police Community Relations Task Force, Traffic Advisory Committee, DPW, Fire Station Relocation Committee.

### Private Sector

Numerous private sector entities must be involved to make the ACRI a success. These groups include: The Arlington Center building and business owners and the Friends of the Broadway Plaza.

### Funding: Public and Private

Funding sources for both public and private endeavors must be explored and secured to make the ACRI possible. This funding will benefit numerous short, mid, and long-term physical improvements to the Center's infrastructure (i.e. Massachusetts Ave., Broadway Plaza, Veteran's Memorial Park, Medford St., Jam 'n Java Plaza), as well as improvements to private infrastructure (i.e. signs and facades).





## Arlington Center: Short-term Opportunities



### Interim Improvements for Broadway Plaza

Interim improvements that have been discussed include removal of the granite stage and water fountain, repair of the tree pits, leveling the brick pavers in the seating area, and installing permanent seats and a directory kiosk.



### Maintenance Program

Basic maintenance such as leaf raking, street sweeping, and trash removal should be coordinated between Plaza businesses and the DPW.



### Taxi and Bus Parking

Idling taxis and buses discourage the use of Broadway Plaza for many potential users. Moving the taxi and bus stands to an alternative location in the Center will create a more welcoming Plaza.



### Sign Sense Brochure Update

In anticipation of an updated Sign and Façade Program in the next phase, the Sign Sense Brochure should be updated to reflect the Town's vision and goals for Arlington Center. Additionally, more effort should be put in to illustrating preferred sign and façade designs.





## Arlington Center: Short-term Opportunities

### Outdoor Seating

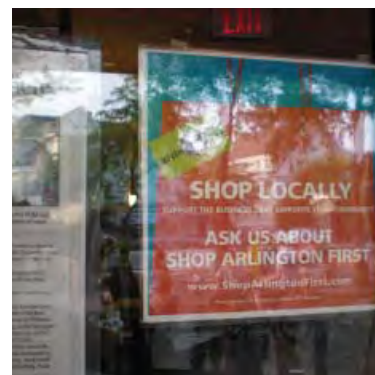
Seasonal outdoor seating and retractable windows are a great way to create a welcoming commercial center, as well as increase customer traffic. By reforming the bylaws on these potential customer magnets, business owners will be able to create a much needed draw for the Center. Additionally, by reforming liquor license rules, restaurants will be able to attract customers interested in dinner, as well as an evening drink, such as theater patrons.

### Signage

Changes to signage bylaws could increase the visibility of the Center's businesses, especially those on side streets, like the Regent Theater. Bracket signs would enhance visibility, create a more welcoming, varied streetscape and increase passersbys' knowledge of stores.

### Website and Promotion

Arlington Center has the Town's most numerous and varied stores, yet there is virtually no advertisement of these. Largely independently owned, businesses should work together to create an interesting, relevant, and up-to-date website advertising the Center's offerings. The East Arlington Capitol Square website could be used as a model. More participation would reduce costs, increase customer awareness and sales, and permit partnering of local businesses such as the theater and restaurants.





## Arlington Center: Short-term Opportunities

### Bikeway Improvements

The Minuteman Bikeway is a particularly valuable component of business activity in Arlington Center. Currently, Bikeway users cross a section of Arlington Center with very few commercial interests. Additionally, the Mass. Ave./Pleasant St. intersection is a hazardous obstacle that distracts Minuteman users from all of Arlington Center's offerings. Better and/or safer routes, such as those illustrated here, in addition to possibly relocating Uncle Sam Park to allow for Bikeway improvements, should be discussed by the Bicycle Advisory Committee.



Entering Arlington Center from Whittemore Street, users could see all Arlington Center has to offer.



## Arlington Center: Mid-Term Opportunities

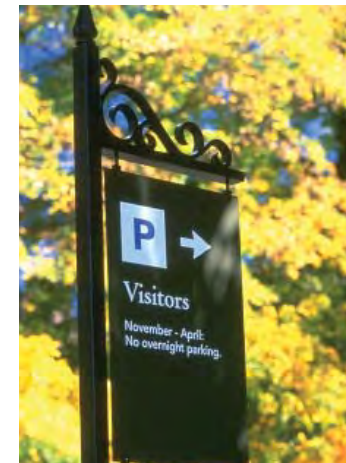
### Sign and Façade Program & Sign Sense Brochure

The Town should gauge interest in a renewed sign and façade program to improve the appearance of the Center. If business and building owners are interested, the ARB Storefront Improvement Program should be reinstated and managed between the Planning Department and the ARB with a total program budget using CDBG and other grant funds up to \$100,000 for design and construction costs. The images to the right illustrate quality sign and façade improvements undertaken by Arlington Center business and property owners.



### Economic Development Coordinator

Arlington should secure funding for a full-time economic development coordinator. This Coordinator would be tasked with devising strategies to improve the draw, mix of businesses, and economic climate of Arlington Center. The Coordinator would formulate a business retention and recruitment strategy, utilizing the Arlington Marketing Supplement, specifically focusing on anchor stores.





## Arlington Center: Mid-Term Opportunities

### Medford Street

Pedestrian activity in Broadway Plaza could be extended to Medford St. on wider sidewalks without negatively affecting traffic. Also, by allowing bracket signs and banners, and relocating the bus stop on Medford St., this area can become an integral part of the Center and more attractive to quality retail and restaurant tenants. Any improvements should be undertaken in conjunction with Phase II of the Mass. Ave. Corridor Improvement Project.

### Arlington Auto Body/Jam'n Java Plaza

The parcel on which Arlington Auto Body currently sits is the gateway to and from the Minuteman Bikeway. As bikers and pedestrians enter Arlington Center from the East, this is the first property they see. Reuse of this parcel, combined with the Jam 'n Java Plaza, located across Swan Place, and Phase II of the Mass. Ave. Corridor Improvement Project, could create a "Gateway to Arlington Center" that could orient and direct Bikeway users to Arlington Center's diverse business and cultural offerings.

### Other Areas

Other areas for which concept plans should be developed include the Jefferson Cutter House, Mystic Street/Russell Common area, and bike connections on Whittemore Place. The Town should consider Jefferson Cutter House access, restroom, and bus parking improvements to allow tour busses to bring tourists to Arlington.



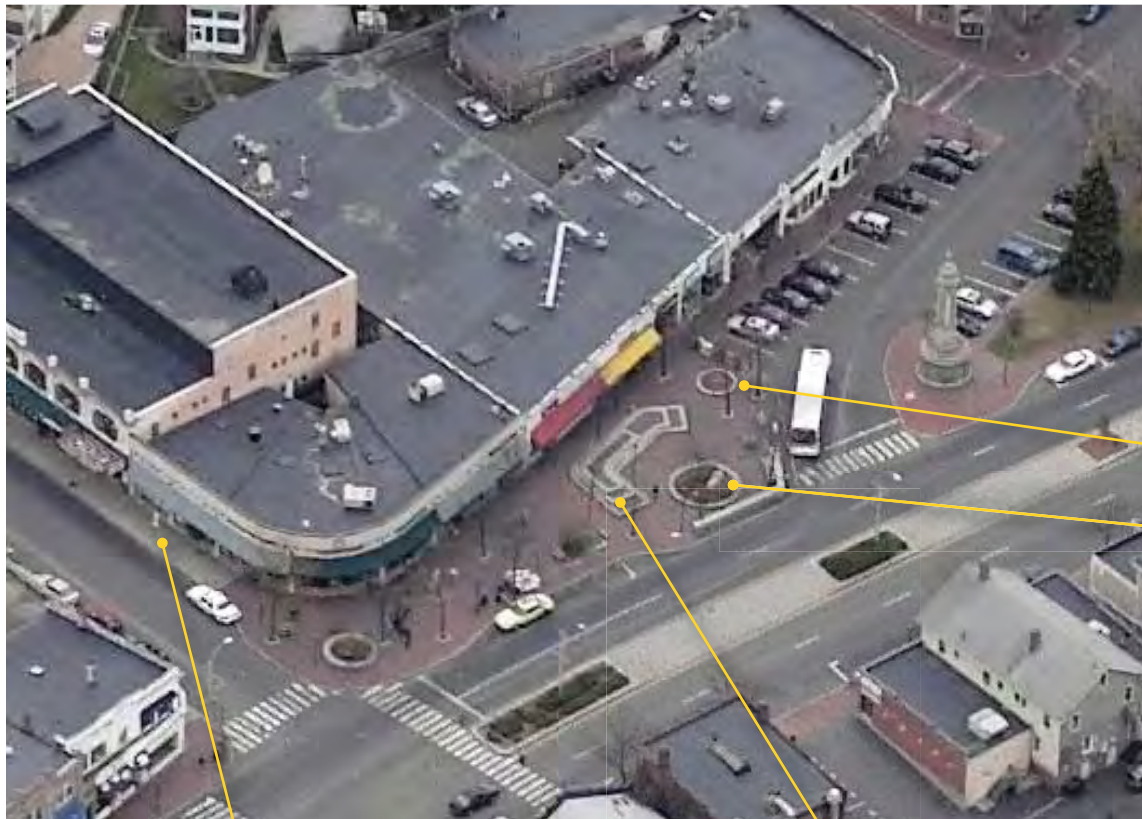
Town Day festivities, Arlington



## Arlington Center: Long-Term Opportunities

### Broadway Plaza Vision & Mass. Ave. Improvements

The centerpiece of Arlington Center, Broadway Plaza improvements are also at the heart of the ACRI. Funding for long-term improvements and continuing maintenance of the Plaza must be secured to ensure that Arlington Center's identity as the focal point of the Town remains intact.



Widen the sidewalk along Medford Street and extend streetscape improvements past the Regent Theater

Remove the existing raised granite platform and barrier wall near the curb



Remove wall of newspaper stands

Replace the former fountain with plantings





## Arlington Center: Broadway Plaza Reconception

Create a central seating area surrounded by a mix of seasonal and evergreen plantings, and possibly a seating wall

Connect Broadway Plaza to the triangle west of the fire station with a level pedestrian crossing and add a bus shelter.

Extend head-in parking along Broadway as much as possible toward Franklin Street; approximately 18 spaces can be created.



Keep most existing trees; enlarge tree wells

Allow traffic to enter the reconfigured end of Broadway from Mass Ave., including the bus, which would stop along Mass Ave. and then turn around via Broadway

Consider long-term relocation of fire station after useful life of pending renovations.

## Arlington Center: Long-Term Opportunities

### Fire Station Relocation and Parking Deck

Relocating the Central Fire Station to Russell Common would allow the existing building—an excellent opportunity for mixed-use development with historic tax credits—to become the uniting centerpiece of the Center and provide the Fire Department with a new facility. Additionally, this plan, combined with a Broadway Plaza reorganization, would increase Arlington Center's parking supply by at least 30 spaces.

Future replacement of the Central Fire Station would depend on response time and availability of alternate locations, and approval of Fire Chief.



Belmont, MA relocated its central fire station to allow for a more modern facility (see above).



Existing Russell Common parking lot contains approximately 206 spaces.

The new configuration (shown above) includes 144 spaces in a two deck facility, plus 74 existing surface spaces that would remain. Deck and surface spaces together total **218 spaces**.



## East Arlington Vision



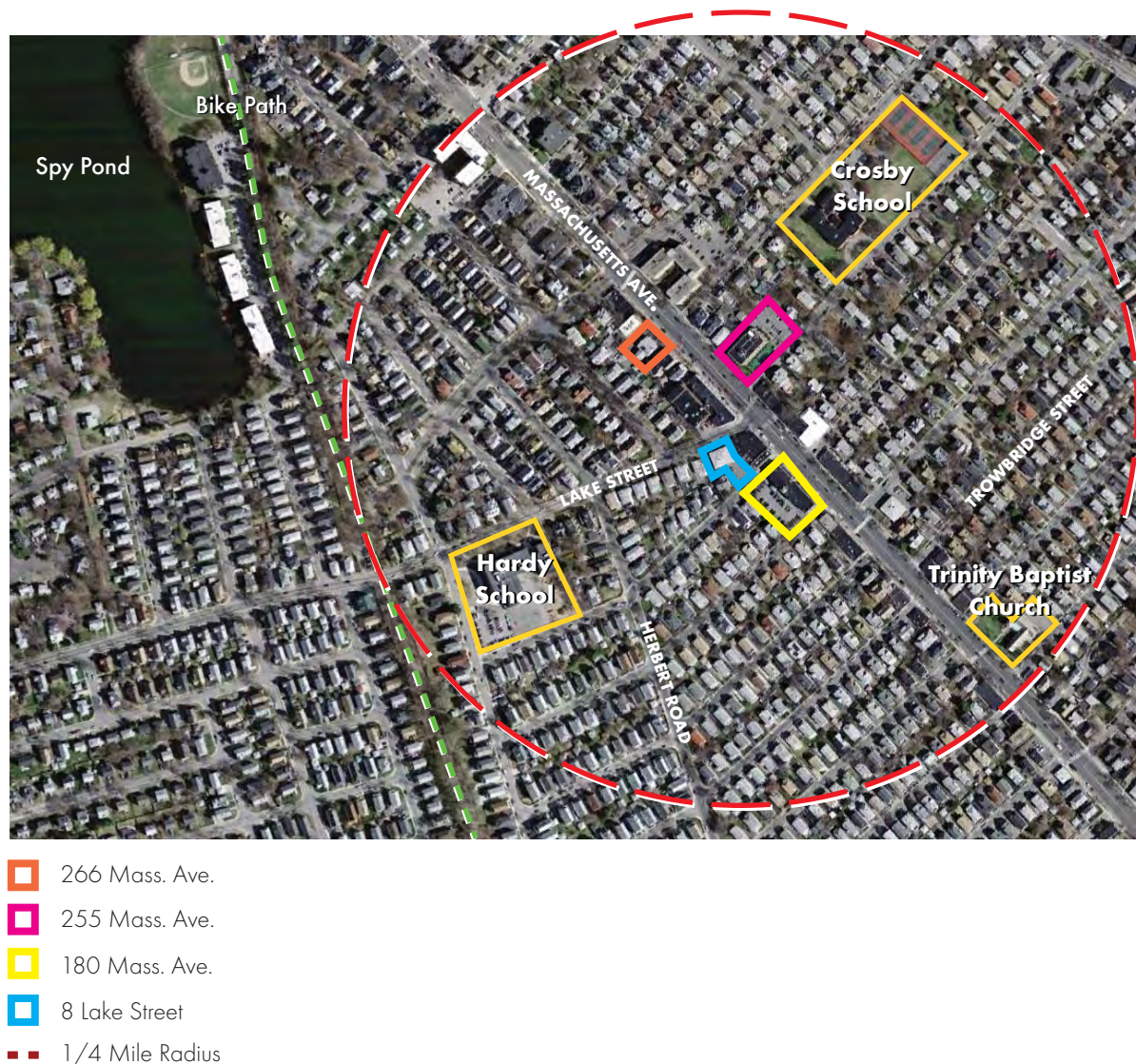


## East Arlington Opportunities

### Short-Term: Parking Strategies

The Town should utilize shared parking to maximize convenient customer parking. It should also discuss the findings of the Walker Parking Consultants Study with businesses, residents, and employees to gain consensus on parking strategies, including improved signage, development of public parking lots for employees and customers, a resident and employee sticker program, sub-contracting enforcement to a private commercial operator, and the installation of meters to encourage parking turnover on Mass. Ave. and to create a source of surplus revenues to be dedicated to East Arlington commercial revitalization.

Per vote of the Board of Selectmen, the Traffic Advisory Committee, along with East Arlington residents and businesses, will consider and recommend a phased program of parking reforms, beginning with shared parking agreements and other related strategies.

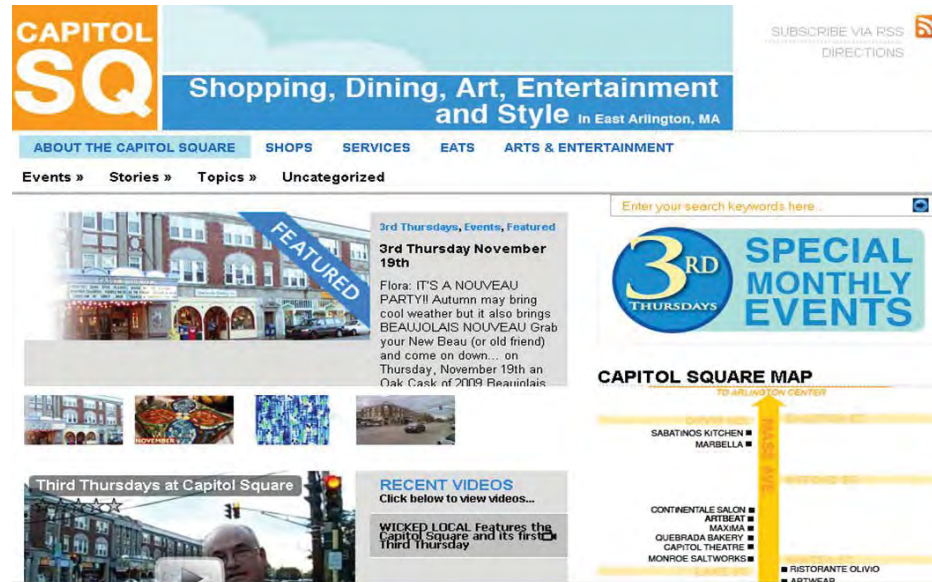




## East Arlington Opportunities

### Medium-Term

Thecapitolsquare.com is a model for commercial area websites. Getting more East Arlington businesses involved, as well as working with other Arlington town centers to develop similar, and linked, websites will benefit all commercial areas.



### Long-Term: Mass. Ave. Corridor Project

Refine commercial area improvements recommended in the Mass. Ave. Corridor Redesign including streetscape, bike lanes, pedestrian crossings, and sidewalks.



Source: Waterfield Design Group



## Arlington Heights Vision





## Arlington Heights Short and Medium-Term Opportunities

### Short-Term

When Arlington Heights' streetscape was renovated a store directory was installed to help shoppers navigate the area as well as to promote local businesses. Since then, the directory has remain unchanged despite considerable store turnover. Updating and continually maintaining this directory is a simple, yet important task that will ensure the continued vitality of the Heights. The DPW should work with the business community to enable the Heights organization to keep the sign updated.



### Medium-Term

Arlington Heights website, [shopintheheights.com](http://shopintheheights.com), is increasingly well organized and relevant. Using East Arlington's website as a model, the district could add more content related to weekly events and make the site more user-friendly. Additionally, linking this website to East Arlington's as well as to the yet-to-be-created Arlington Center website, the three centers can improve customer awareness of Arlington's businesses.





## Arlington Heights Long-Term Opportunities

Concurrent with undertaking a phased commercial area improvement program in the three centers, there is one key planning opportunity that will directly impact the centers.

### Gold's Gym Development Site

The Gold's Gym site, located adjacent to Arlington Heights, could be a beneficial addition to the Arlington Heights economy if rezoned to accommodate other uses. Rezoning to allow residential, mixed use, and larger scale retail, such as a supermarket, could be a boon to Arlington Heights. Complementary transportation planning and market studies indicated the need and available infrastructure to support these uses. Planning for the site's reuse should continue with the Arlington Heights business association.

-  40,000 sf Supermarket
-  15,000 sf Retail (New on Lowell St.)  
9,000 sf Retail (New on New on Mass Ave.)  
Possible mixed-use above Mass. Ave. retail
- 340 Parking spaces

Existing Zoning



 Industrial     Business 3     Residence 1     Residence 3     Residence 5



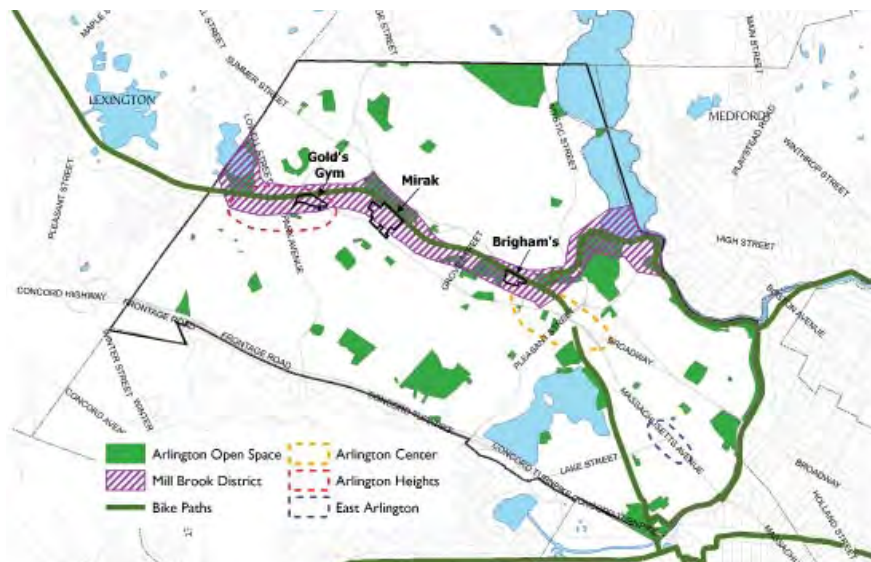


## Mass. Ave. Corridor Opportunities

There are two important planning initiatives—one proposed, the other already in place—that would impact all three Arlington centers in a beneficial way. These two opportunities should be considered when implementing any of the previous recommendations in order to bring vibrancy to all of Arlington.

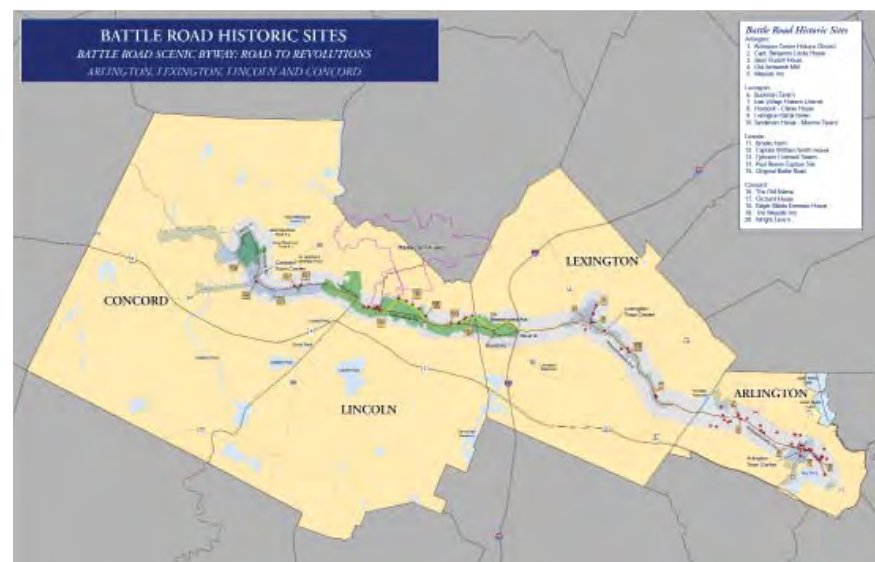
### Mill Brook Overlay District

The Mill Brook Overlay District is a proposed method to connect Arlington's numerous smaller open spaces while benefitting the commercial centers. Running from the Arlington Reservoir, along the Minuteman Bikeway, to the Mystic Lakes, the District would seek to enhance the natural features of the brook while improving stormwater management and creating a pedestrian-friendly corridor throughout the Town.



### Battle Road Scenic Byway

The Battle Road Scenic Byway is a regional corridor connecting Arlington to the neighboring historic towns of Lexington, Concord, and Lincoln. The Battle Road is a tremendous opportunity for Arlington to revitalize its three centers through the promotion of its historic sites and Revolutionary War landmarks. Supporting the Battle Road through installation of banners, informational kiosks, tour bus parking and facilities, and tour organization would attract additional tourists to the three village centers.



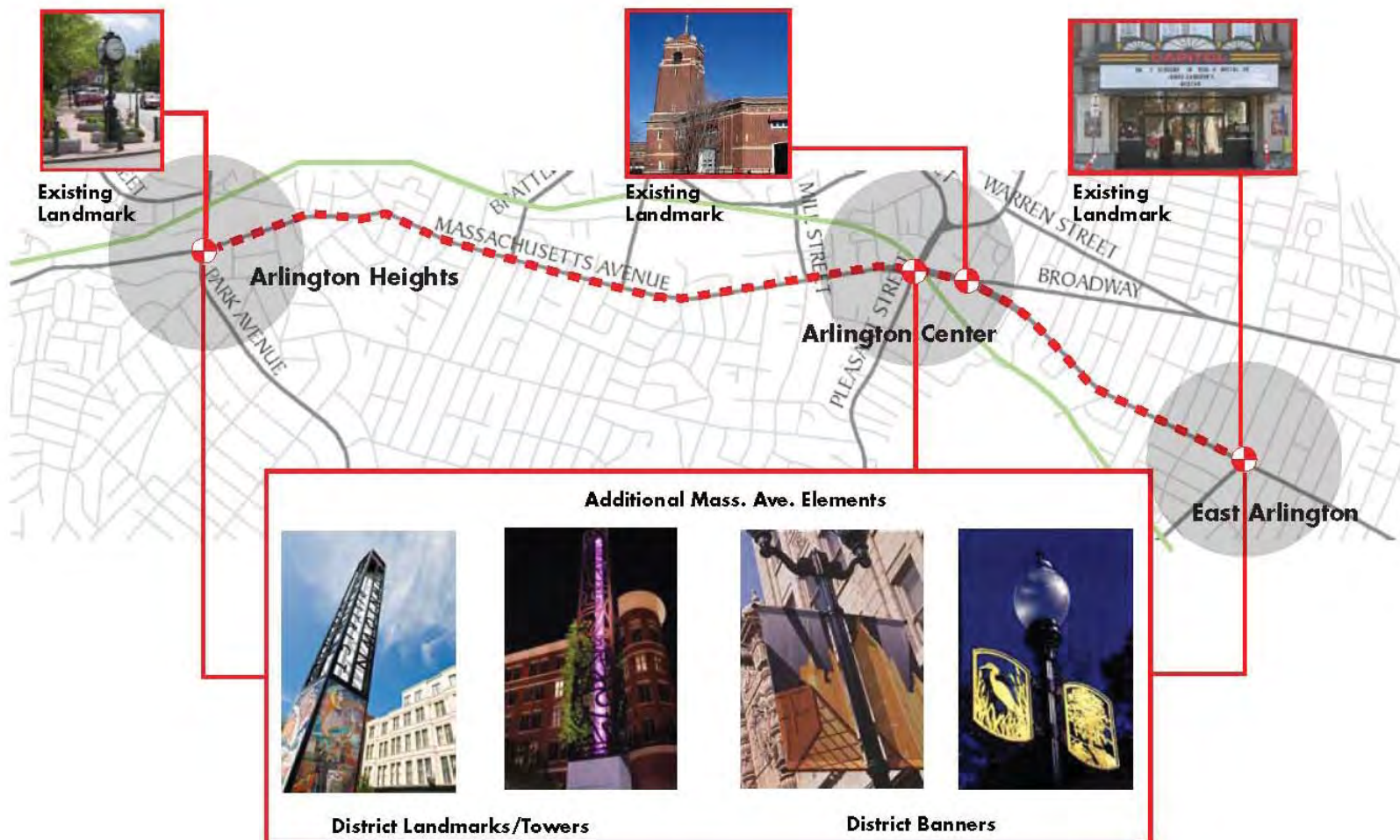
## Mass. Ave. Corridor Opportunities

### Wayfinding

A third opportunity to knit together Arlington's three commercial centers while promoting commercial activity and tourism is to undertake a wayfinding program of **DISTRICT TOWERS** and **DISTRICT BANNERS** in addition to highlighting **DISTRICT LANDMARKS**.

While there are distinct architectural elements such as the Arlington Center Fire Station tower, historic landmarks such as the Jefferson Cutter House, civic buildings such as Town Hall and the Robbins Library, and important commercial destinations such as the Capitol and Regent Theaters,

the coherence and connections among these centers and points of interest is lost as one traverses the 2 mile boulevard. A wayfinding study is needed to establish how to best highlight the districts as a cohesive series of destinations for vehicles and pedestrians.





## Related Documents

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**The Arlington Business Community (ABC) Study.** (1994). ICON Architecture, Inc. (formerly City Design Collaborative, Inc.).

Recommended a vision for the Massachusetts Avenue corridor as “a string of villages on a boulevard” and identified urban design, economic development, transportation, zoning, and tourism concepts to fulfill this vision

**Arlington’s Commercial Revitalization Initiative.** (2008). Arlington Redevelopment Board.

Summarizes the need and procedure for the ARB’s sign and façade program.

The following commercial development plan documents were prepared by Larry Koff & Associates and a team of consultants under the direction of the Arlington Redevelopment Board and the Town of Arlington Department of Planning and Community Development:

**Commercial Development Plan Presentation.** (2009). Presented December 11, 2009.

Overall analysis of issues and opportunities for Arlington’s three center.

**Marketing and Promotion Supplement.** (2009).

Marketing and promotion material, primarily focused on Arlington Center, but also addressing the Heights and East Arlington

**Development Sites Overview.** (2009).

An overview of 11 development sites and an in-depth analysis of the 3 development sites (Gold’s Gym, Brigham’s and Schouler Court) studied as part of the Commercial Development Plan

**Winter Street Parking Study.** (2009).

Analysis of potential reuse of the Crosby School and 16 Winter St. for East Arlington parking.

The following documents, focused specifically on East Arlington parking, were prepared by Walker Parking Consultants

**East Arlington Parking Study.** (2009).

In-depth analysis of East Arlington parking issues and opportunities.

**East Arlington Parking Study Presentation.** (2009).

Concise presentation of the East Arlington Parking Study

## Acknowledgments

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The previous related documents incorporated the diverse contributions of the consultant team led by Larry Koff & Associates:

**Larry Koff & Associates**  
*Community Planners*

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*Transportation Planning*

Jane Howard, President, Chief Executive Officer

**Walker Parking Consultants: Parking**  
*Parking Assessment*

Andrew S. Hill, Senior Consultant

The Commercial Development Plan Team would also like to acknowledge the input from the following:

**Commercial Development Plan Review  
Committee Members**

Kevin O'Brien, Former Director, CDP  
Carol Kowalski, Director, CDP  
David Berry, Assistant Director, CDP  
Andrew West, Vice-Chair, ARB  
Clarissa Rowe, Selectman  
Ed Star, Member, ARB  
Chris Loretta, Chair, ARB  
Brian Sullivan, Town Manager  
Robert Bowes, President, Bowes Real Estate

Also contributing:

Christine Scypinski, Waterfield Design Group, graphic support

John Seeley, Selbert-Perkins Design, way-finding program



TOWN OF ARLINGTON

TASK III

COMMERCIAL DEVELOPMENT PLAN STRATEGIES  
ASSESSMENT

ARLINGTON CENTER SUPPLEMENT

September 30, 2009

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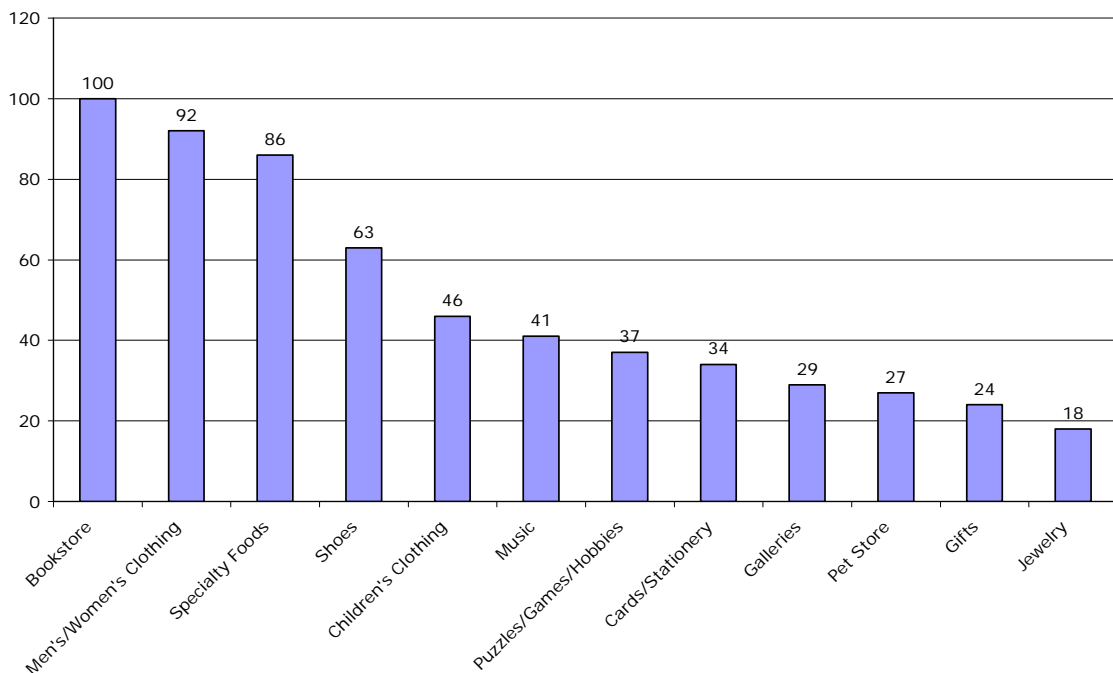


# ARLINGTON CENTER SUPPLEMENT

## A. RETAIL SURVEY RESULTS

The Town of Arlington posted a retail survey on the internet for Town residents<sup>1</sup>. The survey asked about preferences for stores they would like to see in Arlington and types of restaurant they would like to see. In addition, respondents were asked about specific stores they want to see open in the Town. A large variety of stores were listed desirable in the merchandise categories of specialty and take-out food, apparel, general merchandise, and comparison goods. These specific stores were added to the Master Tenant List if they were appropriate in size, market and demographic needs, still in business, and were not too close to Arlington. If Arlington did not meet the marketing criteria or preferences of the retailer they were not added to the list. A total of 433 residents responded to the survey, 233 through the internet and 200 from paper surveys which were distributed and picked up by Planning Department staff at the local libraries and Town Hall at the Clerk and Selectmen's offices.

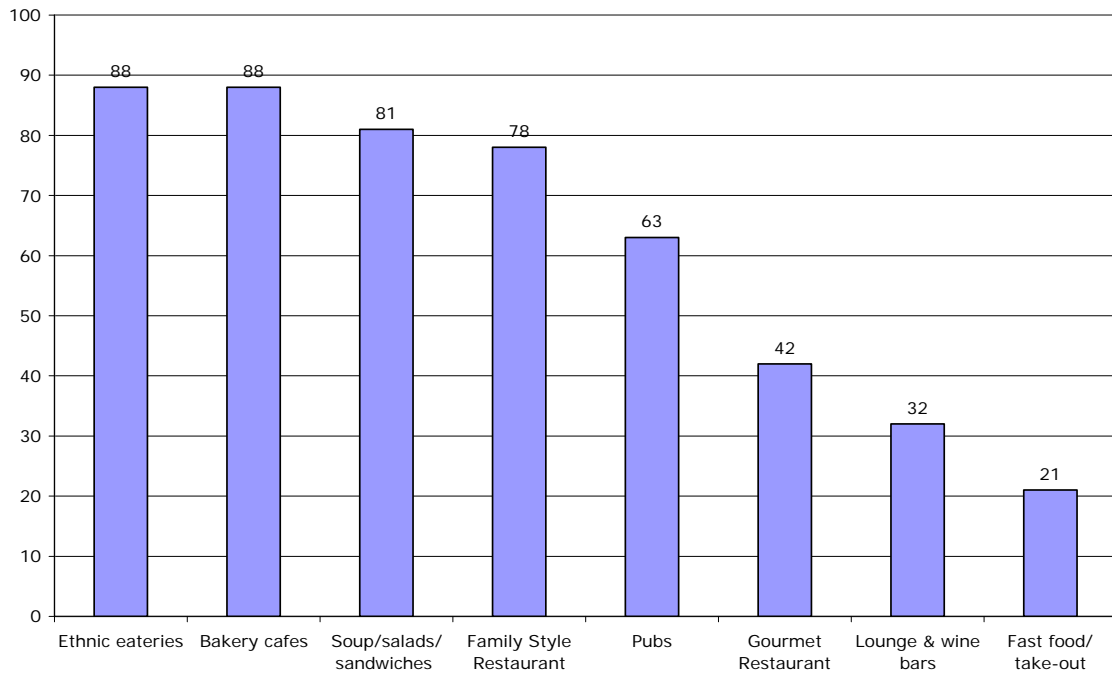
**Figure 1: Additional retail store categories requested**



<sup>1</sup> Survey conducted by Town of Arlington Office of Community and Economic Development, July, 2009

**Figure 2: Additional eatery categories requested**

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## B. RENTS

The following table compares the rents for retail space in Arlington with other, competitive locations. Arlington's rents are lower than all the other competitive locations indicated.

**Table 1: Comparison of retail rents in Arlington and adjacent towns**

| Town Center                   | Rent (per S.F.)   | Assessed Value (per S.F) | Tax Rate   |
|-------------------------------|-------------------|--------------------------|--|
| <b>East Arlington</b>         | <b>\$15 -\$30</b> | <b>\$153</b>             | <b>All: \$11.92/\$1000</b>   |
| <b>Arlington Center</b>       | <b>\$15 -\$30</b> | <b>\$116</b>             | <b>All: \$11.92/\$1000</b>   |
| <b>Arlington Heights</b>      | <b>\$15 -\$30</b> | <b>\$89</b>              | <b>All: \$11.92/\$1000</b>   |
| <b>Lexington</b>              | \$20-\$45         | \$200                    | Residential: \$12.97/\$1000<br>Commercial/Industrial: \$24.97/\$1000 |
| <b>Winchester</b>             | \$20-\$30         | \$175                    | All: \$10.62/\$1000  |
| <b>Belmont Center</b>         | \$30-\$40         |                          | All: \$11.89/\$1000  |
| <b>Belmont Squares</b>        | \$20-\$25         |                          | All: \$11.89/\$1000  |
| <b>Trapelo Road (Belmont)</b> | \$20-\$25         |                          | All: \$11.89/\$1000  |
| <b>Davis Square</b>           | \$35-\$45         |                          | Residential: \$11.71/\$1000<br>Commercial/Industrial: \$19.25/\$1000 |
| <b>North Cambridge</b>        | \$20-\$30         |                          | Residential: \$7.56/\$1000<br>Commercial/Industrial: \$17.97/\$1000  |

Source for rents: Colliers Meredith & Grew and Todreas Hanley Associates

## C. HISTORIC BUILDINGS

Of the three commercial areas, only Arlington Center has had most of the buildings added by the Historical Commission to the inventory of historic buildings. Partial or full demolition, and some additional changes, must be reviewed and approved by the Commission.



#### D. ARLINGTON CENTER RESTAURANTS WITH LIQUOR LICENSES, OUTDOOR SEATING (Draft)

| Name                   | Address        | Contact Person | Phone | Building Owner             | Sidewalk Width (ft.) | Liquor License | Outdoor Seating? | Retractable Windows |
|------------------------|----------------|----------------|-------|----------------------------|----------------------|----------------|------------------|---------------------|
| Gail Ann Coffee Shop   | 10 Medford St. |                |       | Frank Pasciuto Trust       | 9'2"                 | NO             |                  | Good location       |
| Beijing Kitchen        | 14 Medford St. |                |       | Frank Pasciuto Trust       | 9'2"                 | NO             |                  |                     |
| Mifune                 | 303 Broadway   |                |       | A.C.S. Development Corp    | 9'9"                 | FULL           |                  |                     |
| Gemma                  | 315 Broadway   |                |       | A.C.S. Development Corp    | 9'8"                 | NO             |                  |                     |
| Krazy Karry's          | 319 Broadway   |                |       | A.C.S. Development Corp    | 9'9"                 | B/W            | Has seating      |                     |
| Starbuck's             | 327 Broadway   |                |       | George Mazmanian Trust     | 9'9"+                | NO             |                  | Good location       |
| Shanghai Village       | 432A Mass Ave  |                |       | Ara K Gechijian            | 11'5"                | FULL           |                  |                     |
| Kayuga II              | 444 Mass Ave   |                |       | Im Douglas Trust           | 11'10"               | B/W            |                  |                     |
| La Buona Vita          | 450 Mass Ave   |                |       | Charles L Poulos Trust     | 11'5"                | B/W            |                  |                     |
| Chilly Cow             | 451 Mass Ave   |                |       | Brian Leclair              | 11'10"               | NO             |                  |                     |
| Chai Café              | 454A Mass Ave  |                |       | Charles Poulos Trust       | 9'10"                | NO             |                  |                     |
| Papa Gino's            | 457 Mass Ave   |                |       | Galal Ibrahim              | 11'10"               | NO             |                  |                     |
| Tango                  | 464 Mass Ave   |                |       | Max Cohen                  | 11'                  | FULL           |                  | Good location       |
| Sweet Chili            | 470 Mass Ave   |                |       | Max Cohen                  | 11'                  | B/W            |                  | Good location       |
| Steve's House of Pizza | 478 Mass Ave   |                |       | Max Cohen                  | 11'                  | NO             |                  |                     |
| Punjab                 | 485 Mass Ave   |                |       | Akbarian Mohammed          | 11'                  | FULL           | Wants seating    |                     |
| Jam 'n Java            | 594 Mass Ave   |                |       | John's Son LLC             | Lot                  | NO             |                  |                     |
| Not Your Average Joe's | 645 Mass Ave   |                |       | Donald A & John M Calareso | 9'3"                 | FULL           | Wants seating    | Good location       |
| Thai Moon              | 663 Mass Ave   |                |       | Charles Blumsack           | 14'10"               | B/W            |                  |                     |
| Quizno's               | 669 Mass Ave   |                |       | Three Mass Realty LLC      | 13'                  | NO             |                  |                     |
| Pasha                  | 669A Mass Ave  |                |       | Charles Blumsack           | 12'3"                | NO             |                  |                     |
| Domino's               | 671 Mass Ave   |                |       | Charles Blumsack           | 12'3"                | NO             |                  |                     |
| Tryst                  | 689 Mass Ave   |                |       | Edward Navasargian         | 11'10"               | FULL           |                  | Good location       |
| Mr. Sushi              | 693 Mass Ave   |                |       | Edward Navasargian         | 11'10"               | B/W            |                  |                     |
| Manna Sushi            | 9 Medford St.  |                |       | Brantwood Holdings LLC     | 10'                  | NO             |                  |                     |

Already has outdoor furniture

Larry Koff & Associates



## E. TOURISM STRATEGY

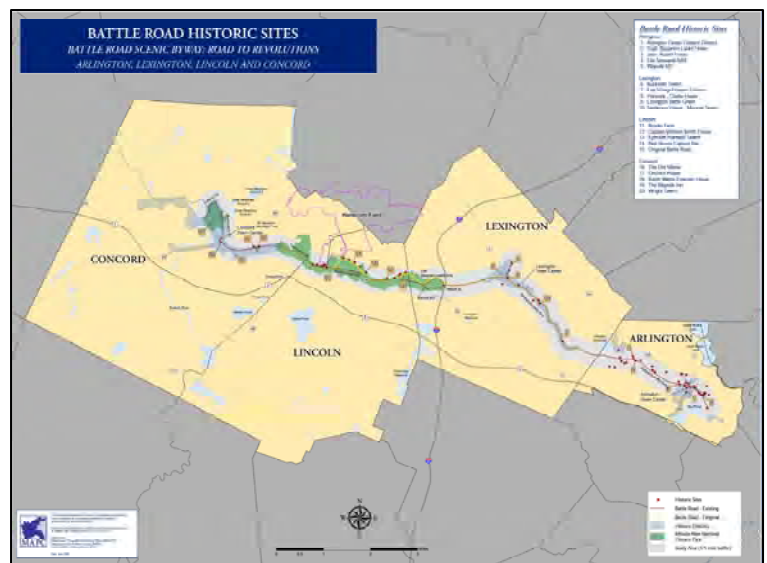
### Tourism: Promoting Arlington's Historic Sites

To put Arlington “on the map” with other Boston area communities notable for their historic resources, Arlington’s historic and cultural sites should be:

- Accessible and affordable: Accessible means easy to get to (finding, driving, parking). It is even better if they can be accessible to tourists without cars, using public transit, bikes, or if possible, organized tours. Accessible also means that the sites are open and available to the public during traditional tourism hours so that detailed planning is not required for the tourist to be able to arrive when the facility is open. Finally, accessible means available to and understandable by people with limited ability to walk, see, hear or understand English.
- Understandable: Part of a trail of related tourism attractions that put Arlington’s historic sites into their context in the development of the country; part of a logical stop on a “trail.”
- Educational: To attract and provide useful information to students at various educational levels including supporting research projects for the numerous colleges and universities in the Boston area.



While increased information and accessibility may bring about some slight increase in visitors, the large number of well-known historic sites in Greater Boston will make it hard for Arlington’s sites to compete. Boston’s North End, Charlestown neighborhood, the near-by Towns of Lexington and Concord, are all associated with the American Revolution through history classes (starting in elementary school), fiction and non-fiction books, poems, songs and paintings. Tourists come to see in real life what they have learned about all their lives. However, if Arlington can increase its visibility along the



Battle Road Scenic Byway, which connects the Town to other more well-known historic towns, tourism can become a more reliable source of visitors.

## **Tourism Attraction Dimensions**

### *Tourism Services and Facilities*

Arlington is weak in all aspects of tourism services and facilities. Arlington has one hotel and one bed and breakfast. It has a large number and a good variety of restaurants, but there is no easy way for tourists, whether local or regional, to find the ones they would be interested in. There are no public restrooms in the centers, or places to get local information.

### *Accessible Cultural/Historical Resources*

Arlington has 62 buildings and sites on, or nominated for, the National Register of Historic Places. It was site of important military activity during the British Army's retreat from Lexington and Concord and its residents played many important roles in the Revolutionary War. However, very few, if any, of these sites are open to the public on a regular daily schedule, so they cannot be considered accessible.

### *Outdoor Recreation*

Arlington is a major segment of the Minuteman Bikeway, which connects to Alewife station (and on to Davis Square) on one end, and continues through Lexington, across Rt I-95/128 to Bedford on the other. This is the most heavily used "rail-trail" in Massachusetts, and attracts tourists, commuters, and day-trippers. A count in Arlington near Alewife station found 353 pedestrians, 454 bikers and 729 joggers, for a total of over 1,500 users per day. There is significant potential to attract bikers to shop in the centers, and for regional bike travelers and tourists to use Arlington's commercial areas as a stopping point for refreshment and local culture. Many steps can be taken to draw bikeway users into the retail and community activity in Arlington. Both Bedford and Lexington have developed facilities along the bikeway, with public restrooms, tourism info and retail oriented establishments toward bikeway users.

Stowe Vermont's community bikeway has a changing selection of outdoor art as well as direct access to restaurants and other local retail.

## **Short-Term Action Recommendations**

Develop creative tours, such as historic homes and gardens in Arlington, a nature bike trail tour, midnight bike tours of commercial architecture, and any other special tour related to Arlington's history or culture.

Other historic buildings in the Boston area have made a good business by serving as sites for family and public events, conferences, dinners. Examples include the Admiral's house at the Charlestown Shipyard, the Commander's Mansion in the Watertown Arsenal, as well as others. This provides income to maintain and publicize the facility while at the same time familiarizing members of the community with its attractiveness and history.



## Long Term Action Recommendations

We propose that the Arlington artistic community be called on to produce works about the Town and its historic and other tourism resources, using every tool at its command. We suggest organizing and funding competitions for histories, stories, songs, and videos. As the art is created and goes out into the world it will start to create a demand for the history that Arlington has to offer.

Later, when tourism picks up, Arlington's historic sites and retailers can return the favor by selling the artists' works.

## F. PHYSICAL IMPROVEMENT PLAN FOR BROADWAY BLOCK

### Preliminary Concept Sketch



### *Broadway Block Improvements*

- Remove the existing raised granite platform and barrier wall near the curb
- Create a central seating area surrounded by a mix of seasonal and evergreen plantings (and maybe a seating wall)
- Allow traffic to enter the reconfigured end of Broadway from Massachusetts Ave., including the bus, which would stop along Massachusetts Ave. and then turn around via Broadway, rather than making a u-turn on Massachusetts Ave. itself

- Extend head-in parking along Broadway as much as possible toward Franklin St.
- Widen the sidewalk along Medford Street and extend streetscape improvements past the Regent Theatre
- Connect Broadway Plaza to the triangle west of the fire station with a level pedestrian crossing and add a bus shelter

## **G. FRIENDS OF BROADWAY PLAZA WORK PLAN**

The following work plan was prepared by Friends of Broadway Plaza. Improvements are grouped into completed, short-term, medium-term, and long-term categories. Some of these recommendations have been discussed with various department heads. The work plan reflects a broad range of local concerns. Additional property owners, merchants and volunteers need to work on this list of recommendations with the Town.

### **Completed Improvements**

- Planted and maintained planters (retailers)
- Increased frequency of trash removal and clean-up (Town)
- Added cigarette butt receptacles (Town)
- Initiated carving of “Arlington” in large granite block; decided to move project to long-term category (retailers)
- Met with youth and discussed their use of the plaza (retailers)
- Researched and initiated stricter enforcement of news racks (retailers, Town)
- Initiated formation of non-profit “Friends of Broadway Plaza” organization (retailers)
- Initiated award of recognition signs to retailers contributing to plaza improvement effort (retailers)

### **Short-Term Improvements (1 year)**

#### *Physical*

- Move trash barrel pick-up to Medford Street to create more space (Town)
- Add “Big Belly” trash barrels (Town)
- Replace outdoor light fixtures (Town)
- Add hanging planting baskets to exterior light fixtures—baskets to be selected by Friends of Broadway Plaza (Town, retailers)
- Continue successful planting and maintenance of the existing planters (retailers)
- Add window planting boxes (retailers)
- Remove the unused newspaper racks (Town)

#### *Cultural*

- Continue to address problems created by use of plaza by youth and those (homeless?) who stay for several hours (retailers, Town)
- Immediately remove anyone who is drunk (retailers, Town)



- Ask anyone using foul language, or engaging in any other inappropriate behavior, to leave immediately (retailers)
- Fill vacant retail spaces with the types of businesses that enliven and contribute to vibrancy, for example, restaurants, cafés, bookstores, etc. (Town, retailers, owners)

#### *Maintenance and Cleaning*

- Continue high-level cleaning and maintenance program (sweep, remove cigarette butts, etc.) on a year-round basis (Town and retailers)

### **Medium-Term Improvements (2 to 3 years)**

#### *Physical*

- Move the taxi stand to Medford Street (Town)
- Add bike racks (Town)
- Require that stationary buses not idle—perhaps wait down the block until ready to pick up passengers (Town)
- Provide more attractive signage (Town, retailers, owners)
- Remove granite (stadium) seating (Town)

#### *Cultural*

- Initiate art evenings (retailers)
- Piggyback on other “big days/evenings” in Arlington Center, such as summer Wednesday Farmer’s Markets: host a weekly art show by local artists during the Farmer’s Market and dinner hours, hang paintings for viewing and purchase by the public (retailers)
- Introduce an event for Thursday evenings, when many businesses are open (retailers)
- Involve the Regent Theater in special evenings: live music, entertainment, etc. (retailers)
- Reward with a special sticker for their windows businesses that go the extra mile to make their store fronts and space in front of their stores look cared (“Friends of Broadway Plaza” sticker); one example is the landscape work done by the martial arts plaza this past spring (retailers, Town)

#### *Maintenance and Cleaning*

- Continue high-level cleaning and maintenance program (sweep, remove cigarette butts, etc.) on a year-round basis (Town and retailers)

### **Long-Term Improvements (over 3 years)**

#### *Physical*

- Redesign and reconstruct the plaza (Town, as part of Mass. Ave. Corridor Project, Phase 2) by removing/modifying the perimeter granite wall,

correcting drainage problems, re-planting trees, re-setting heaved bricks, re-locating Cooper's Tavern memorial stone, and closing Broadway at Massachusetts Ave. to connect the plaza with the Fire Station space

- Carve a marker stone with either "Arlington" or "Broadway Plaza"
- Re-locate or eliminate items (benches, small planters, water fountain, mail box, etc.) to create more coherent, less cluttered space
- Move outdoor seating closer to restaurants, away from streets

#### *Cultural*

- Continue special cultural programming (retailers)

#### *Maintenance and Cleaning*

- Continue high-level cleaning and maintenance program (sweep, remove cigarette butts, etc.) on a year-round basis (Town and retailers)

## **H. MARKETING AND PROMOTION**

### **Model Business Practices**

1. Hours of operation
  - Uniform evening hours at least two nights and ideally four will greatly improve sales, since many residents work or are in school during the day.
2. Curb appeal
  - Maintain clean and updated storefronts and windows.
  - Change window displays bi-monthly.
  - Maintain clean sidewalks and entries.
  - Add plants or seasonal items in window boxes to beautify exterior space.
  - Bring selected or sales merchandise outdoors when possible.
3. Personal approach
  - Survey customers and know where they come from and their preferences.
  - Provide personal and quality service.
  - Keep an updated database of customers.
  - Be informed about new products in and related to store theme.
  - Update the store's appearance and signs.
  - Keep a small bowl of candies at the cashier.
4. Community pride
  - Tell business associates in other locations about the advantages of Arlington.
  - Support cooperative advertising efforts and promotional events.



## Marketing Road Map

### *Goals*

1. To create ways to market and draw positive attention to Arlington as a place to shop, eat, walk, bike, find entertainment, cultural, historic and educational activities.
2. To bring more customers to Arlington's stores from neighboring communities; to strengthen existing retailers, to attract other retailers to consider Arlington as a place for business.
3. To demonstrate that Arlington is a better and/or equal business location than its competing town centers, namely, Cambridge, Lexington, Belmont, Somerville, Medford; but also considering Boston, Waltham, West Concord, Malden.
4. To re-enforce the image of Arlington as having changed from non-business friendly to business-friendly.

### **A marketing program would consist of the following elements:**

#### *Create Graphics and Materials*

- Create a logo and tag line that sums up a "cool" image; e.g., Arlington, "THE PLACE—VISIT US".
- Create the best message that is reality-based about shopping in Arlington; e.g., small, unusual shops, restaurants, theatres, art – we don't miss a beat.
- Identify the most favorable demographic facts that the Town and merchants approve for dissemination
- Create an advertisement that reflects message
- Create a joint advertisement for individual shops
- Create fact sheets about specific merchants for public relations story
- Create a calendar of events to be published in The Globe Calendar and Boston Magazine
- Create a Press Kit about Arlington and its special features and merchants

#### *Determine Reasonable Budget*

- Analyze cost, market, and suitability of advertizing in neighborhood news media and blogs in adjacent towns (start with Arlington, Belmont, Somerville, Cambridge, Medford), and select as many formats as reasonable budget permits for disseminating message.
- Based on information gathered, determine a media plan for print and internet.
- Determine cost associated with Calendar of Events, and select whatever budget permits.

#### *Disseminate Information*

- Work with the colleges in the metropolitan region to supply interns in marketing and communication—Arlington can be an excellent project for students in both these disciplines
- Invite members of the press to each calendar event.

- Use Joanne Bergin at New England Journal of Real Estate for feature articles on Arlington as a place for business.
- Maintain the internet site and blog with updated information.

*Points to Emphasize*

- Broadway Plaza is the focal point
- Downtown has restaurants, theatre, farmer's market, and cultural events
- Minuteman Bike Path attracts thousands of bikers and walkers

## **I. BROADWAY BLOCK VISION**

The revitalization of Broadway Plaza as the focal point and core of Arlington Center will serve as the catalyst for the rest of the downtown. It will be the center for activities and entertainment. Improvements to the physical environment and the mix of businesses can take place in stages. Initially Broadway Plaza needs to be kept clean and safe, redesigned to limit vehicular idling, with low maintenance plantings and furnishings, and provided with an improved public seating environment for pedestrians and adjacent restaurants. Transformation of the fire station to a market place and tourism center has the potential to create a major destination and meeting place in the Broadway Block. This latter project would require a significant effort. If it proves infeasible, the recommended plan for Arlington Center can still go forward.

The Regent Theatre, and the addition of restaurants and cafes to complement it, can become more of a regional attraction in the short and medium-term. It is important for theatre patrons to have more than one place to go. The other restaurants nearby should serve light fare and/or dessert after performances, and dinner or café food before performances. Broadway Plaza should be alive and humming with evening and weekend activities, attracting residents from Arlington and its adjacent communities.

The other retail opportunity is to attract bikers from the bike path by providing a direct rather than diagonal crossing at Massachusetts Ave. and add bike racks to the street furniture. A bike center within a bike store would be an attraction where bikers meet for promotional events and special cycling tours, such as a midnight race and ride down Arlington's Massachusetts Ave.

The Farmers' Market is an asset to the community, and operates without funding from the Town. While it does attract some excellent local farmers, it still does have to compete with all the other Farmers' Markets in the adjacent towns. To distinguish itself further from the other markets, it should be expanded to include other (non-food) markets, such as a flea market, an arts and crafts market, a bikers market, and/or any other type of market that would stay open after 6:30 PM. Wednesday could become a special day for public theatre, or musical or sporting events. To organize and coordinate this, a paid Farmers' Market manager is essential.



TOWN OF ARLINGTON

COMMERCIAL DEVELOPMENT PLAN STRATEGIES  
ASSESSMENT

PHASE III

DEVELOPMENT SITES OVERVIEW

March 11, 2010

LARRY KOFF & ASSOCIATES  
TODREAS HANLEY ASSOCIATES, INC.  
COLLIERS MEREDITH & GREW, INC.  
ICON ARCHITECTURE, INC.  
HOWARD/STEIN-HUDSON ASSOCIATES, INC.  
WALKER PARKING CONSULTANTS

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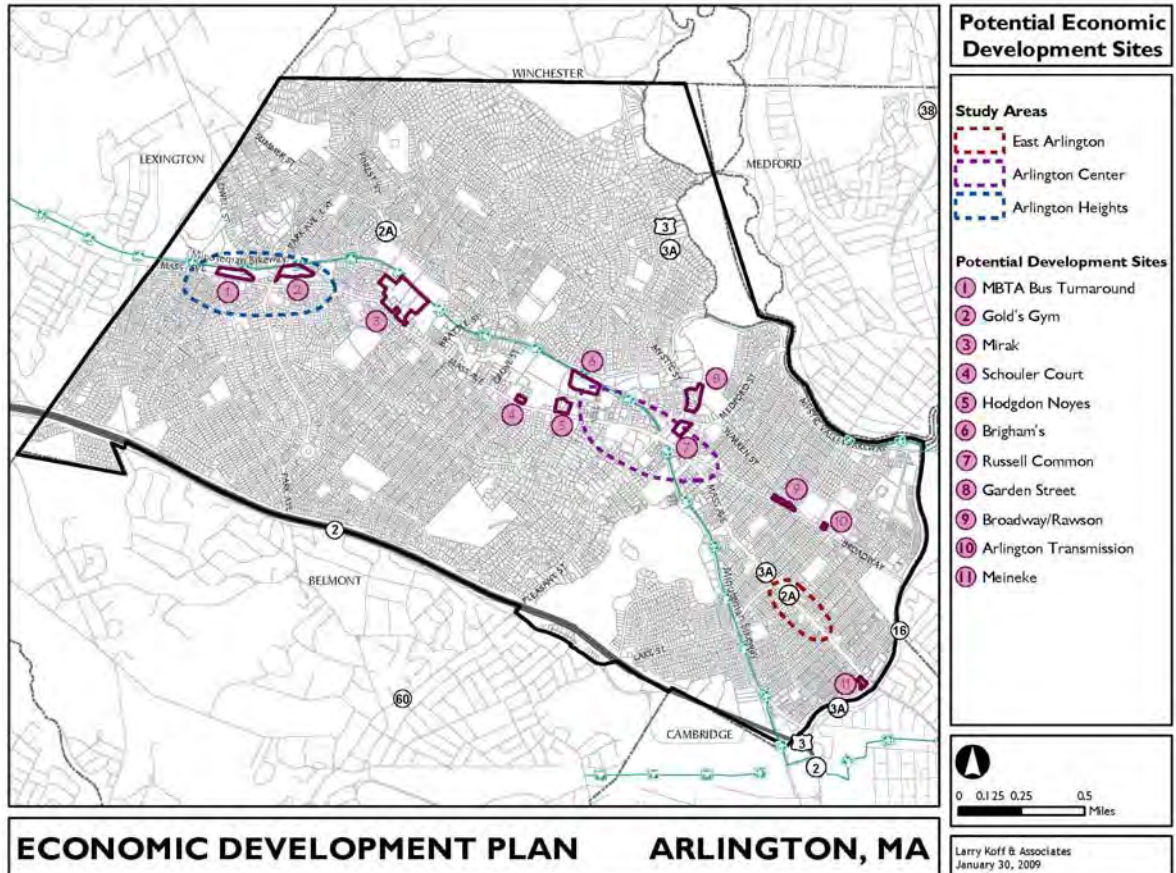
## I. Development Sites Introduction

The development site analysis of the Arlington Commercial Development Study considered 11 underutilized commercial sites throughout the Town that were identified by the Planning Department. A survey of these sites by the consultants indicated that most were relatively small and located outside of the three centers. Four sites were generally considered for their retail potential as summarized in the table below. As noted, the Gold's Gym and related property was the only site that had retail potential that could, with the appropriate use, have a positive impact upon the adjacent commercial center of Arlington Heights. Schouler Court was not located in one of the three centers and was a small site with limited parking and retail potential. The Brigham's site, while located on the edge of Arlington Center, is primarily a rear lot parcel. Residential uses, it was concluded, were a more appropriate use for this site. A private developer obtained site control of this property during the course of our study. In addition, it was decided that the largest site, owned by Mirak and utilized by various auto dealers, was not to be studied in detail. The property owners did not want the Town to assess possible re-use options for this property as this might give the false impression of imminent land use changes. Furthermore, the Hodgden-Noyes site was in the process of being reviewed by the permitting boards for use by CVS so likewise, it was not considered.

|                                  | <b>Gold's<br/>Gym</b> | <b>Mirak</b>   | <b>Schouler<br/>Court</b> | <b>Brigham's</b> |
|----------------------------------|-----------------------|----------------|---------------------------|------------------|
| <b>Future<br/>Industrial Use</b> | No                    | Yes            | Possible                  | No               |
| <b>Retail Potential</b>          | Yes                   | Not<br>desired | Possible                  | Minor            |
| <b>Consider<br/>Re-Zoning</b>    | Yes                   | No             | No                        | Possible         |

The following map and table identify background information on each of the 11 sites. The detailed analysis of the Gold's Gym, Schouler Court, and Brigham's sites follows and includes a real estate Market analysis by Colliers Meredith & Grew, a retail market study by Todreas Hanley Associates, Inc and design analysis by Icon Architecture, Inc.





**Potential Development Site Assessment**

| Site                | 1<br>MBTA  | 2<br>Gold's Gym | 3<br>Mirak   | 4<br>Schouler   | 5<br>Hodgden-<br>Noyes | 6<br>Brigham's<br>Site | 7<br>Russell<br>Common | 8<br>Garden Street  | 9<br>Broadway Rawson  |
|---------------------|--|-----------------|--------------|---|------------------------|------------------------|------------------------|---|---|
| Existing Conditions |  |                 |              |   |                        |                        |                        |   |   |
| Location            | AH   | AH              | Near AH      | Near AC   | Near AC                | Near AC                | AC                     | Near AC   | Between AC & EA   |
| Land Area acres     |  | 2.95            | 12.37        | 0.56  | 7.18                   | 3.87                   | 1.52                   | 2.92  | 2.04  |
| Land Area SF        | -  | 128,458         | 538,916      | 24,340  | 312,754                | 168,490                | 66,255                 | 127,118   | 88,744  |
| Gross Building Area |  | 75,242          | 172,540      | 24,026  | 91,556                 | 65,253                 | NA                     | 42,908  | 26,826  |
| Finished Bldg Area  |  | 74,788          | 150,495      | 17,370  | 86,852                 | 62,102                 | NA                     | 27,819  | 14,091  |
| # Floors            |  | 2               | 1, 4         | 1, 2  | 1, 2                   | 1                      | NA                     | 1, 2, 3   | 1   |
| Building Condition  |  |                 |              |   |                        |                        |                        |   |   |
| Number of Owners    | 1  | 1               | 2            | 3   | 1                      | 1                      | 1                      | 8   | 6   |
| Building AV         |  | \$1,688,700     | \$4,621,200  | \$613,700   | \$1,688,600            | \$3,897,400            | \$3,300                | \$2,453,000   | \$1,135,000   |
| Land AV             |  | \$1,560,800     | \$8,997,300  | \$1,124,800   | \$2,137,600            | \$2,274,600            | \$1,159,600            | \$2,287,000   | \$1,413,800   |
| Total AV            |  | \$3,277,200     | \$13,789,500 | \$1,749,400   | \$11,286,300           | \$6,214,500            | \$1,162,900            | \$5,184,500   | \$2,579,200   |
| Zoning              | B3   | Industrial      | Industrial   | B2A   | B4                     | B2A                    | R1                     | R6 / Ind.   | B2 / B4   |
| FAR                 | SF, 2F, 3F, Duplex: .75<br>TH or Apartment: 1.4<br><br>Other: 1 or 1.4                     | 1.5             | 1.5          | SF, 2F, 3F, Duplex: .75<br>Apt. on street w/width<br><50 ft.: 0.8<br>Apt. on street w/width<br>>50 ft.: 1.2<br>Other: 1.0               | See Site 4             | See Site 4             | SF: NA<br>Other: 0.35  | SF, 2F, 3F, Duplex: .8<br>TH, Apt., or office on lot<br><20K SF: 1.2<br>Other: .8<br><br>See Site 2 for Ind.                  | SF, 2F, 3F, Duplex: .75<br>TH or Apartment: 1.0<br><br>Other: 1<br><br>See Site 4 for B4        |
| Height              | SF, 2F, 3F, Duplex: 2.5/35<br><br>TH or Apartment: 5/60 or 3/40<br><br>Other: 5/60 or 3/40 | 4/52 or 3/39    | 4/52 or 3/39 | SF, 2F, 3F, Duplex: 2.5/35<br>Apt. on street w/width<br><50 ft.: 3/35<br>Apt. on street w/width<br>>50 ft.: 4/40 or 4/25<br>Other: 3/35 | See Site 4             | See Site 4             | 2.5/35                 | SF, 2F, 3F, Duplex: 3/35<br><br>TH, Apt., or office on lot<br>>20K SF: 4/40 or 3/35<br>Other: 3/35<br><br>See Site 2 for Ind. | SF, 2F, 3F, Duplex: 2.5/35<br><br>TH or Apartment: 3/35<br><br>Other: 3/35<br>See Site 4 for B4 |

## I. Gold's Gym Site Analysis

Currently, the Gold's Gym site has a mix of service retail (a fitness center), office, and industrial tenants. Due to the construction method, long-term retention of the existing industrial buildings is unrealistic. This acceptable because the long-term highest and best use for this site is non-industrial uses. Among these potential uses, the residential market is very strong, while there is limited potential for future office uses.



From these factors, four scenarios were created for future reuse of the site. Two of these scenarios (3 and 4) include a supermarket, which would have the most positive impact on the commercial vitality of the Heights. While a supermarket would be beneficial, certain regional and national retailers locating at this site would hurt the existing Mass. Ave. stores. Regardless of the exact use, re-zoning would be required for commercial or residential uses.



### A. DESIGN ALTERNATIVES

#### Scenario 1: Residential Focus

|   |  |
|---|--|
| Building 1  | 10,000 SF ground floor retail<br>25 apartment units      |
| Building 2  | 40 apartment units                                       |
| Buildings 3-7   | 21 ground floor units<br>42 double story townhouse units |
| <b>128 total units with residential parking below grade</b> |  |

#### Scenario 2: Retail/Mixed-Use

|                |   |
|----------------|---|
| Buildings 1- 3 | 32,000 SF ground floor retail<br>120 parking spaces   |
|                | Potential for 72 housing units in 3 floors above retail (additional structured parking would be required) |
|                | Existing Skyrope building remains   |

Gold's Gym Site



Gold's Gym Site





### Scenario 3: Supermarket

|            |  |
|------------|--|
| Building 1 | 40,000 SF supermarket                                      |
| Building 2 | 15,000 SF retail (new on Lowell St.)<br>340 parking spaces |
| Building 3 | 9,000 SF retail (New on Mass Ave.)                         |

Gold's Gym Site



### Scenario 4: Supermarket

|              |  |
|--------------|--|
| Building 1   | 40,000 SF supermarket<br>270 parking spaces                              |
| Building 2&3 | 10,000 SF retail (new on Mass Ave.)<br>Existing Skyrope building remains |

Gold's Gym Site



Arlington Commercial Development Study  
September 2009

## B. TRAFFIC GENERATION ESTIMATES (Howard/Stein-Hudson Associates)

### Scenario 1:

|              | DAILY | AM | PM |
|--------------|-------|----|----|
| <b>TOTAL</b> | 1,029 | 66 | 93 |
| <b>IN</b>    | 514   | 19 | 56 |
| <b>OUT</b>   | 514   | 47 | 38 |

### Scenario 3:

|              | DAILY | AM | PM  |
|--------------|-------|----|-----|
| <b>TOTAL</b> | 2,936 | 96 | 298 |
| <b>IN</b>    | 1,468 | 59 | 148 |
| <b>OUT</b>   | 1,468 | 37 | 144 |

### Scenario 2:

|              | DAILY | AM | PM  |
|--------------|-------|----|-----|
| <b>TOTAL</b> | 1,247 | 54 | 111 |
| <b>IN</b>    | 623   | 21 | 60  |
| <b>OUT</b>   | 623   | 32 | 52  |

### Scenario 4:

|              | DAILY | AM | PM  |
|--------------|-------|----|-----|
| <b>TOTAL</b> | 2,591 | 88 | 262 |
| <b>IN</b>    | 1,295 | 54 | 133 |
| <b>OUT</b>   | 1,295 | 34 | 129 |

#### Summary:

- Massachusetts Ave at Park Avenue currently operates at level of service F in the morning and evening peaks
- None of the alternatives greatly impact the level of service of that intersection.
- The supermarket alternatives, 3 and 4, would create deteriorated conditions at Massachusetts Ave. and Lowell Street at the afternoon peak hour for traffic heading southeast.

**C. GOLD'S GYM MARKET STUDY BY COLLIERS MEREDITH & GREW**

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Exhibit A: Colliers Meredith & Grew 1st Quarter 2009 Market Viewpoint  
Exhibit B: Demographic Report

## Executive Summary

Colliers Meredith & Grew's Development & Advisory Services Group has reviewed the development potential of the Gold's Gym site at 30 Park Avenue in Arlington, Massachusetts. While the current site is well maintained, fully-occupied and serves a niche in the marketplace, we believe that the site's current use is not its long-term highest and best use and therefore we have evaluated other higher-density development scenarios that could be pursued by the current or subsequent owner in the future.

We have reviewed Arlington's office, hotel, retail and residential real estate markets. Based on our analysis, we believe that Arlington's lack of highway and subway access makes it a less-than-desirable office market and thus speculative commercial office development is unlikely. Hotel demand is similarly weak due to the absence of demand from tourists, universities and large employers. While big box or strip mall retail development may be unlikely it is possible that an upscale grocer may be interested in the site. Of all the property types, residential development is the most likely and given the long-term attractiveness of Arlington and the size and location of the Gold's Gym site, we believe that residential development at the site can be economically viable. We believe that a mixed-use development that is primarily residential with supporting neighborhood retail and some office use would be an attractive development opportunity that supports Arlington's commercial centers.



## Office Market Overview

Colliers Meredith & Grew's Research Group tracks approximately 2.9 million square feet of space in the Alewife Station/Route 2 submarket. According to our first quarter 2009 market viewpoint (attached as Exhibit A), asking rents in the area range from \$27 to \$33 per square foot for Class-A space and \$23 to \$26 per square foot for lower-quality Class-B space. The vacancy rate is 19.1%, the highest rate of Arlington/Cambridge's three submarkets.

In addition to the data discussed above, we also reviewed the data of Costar, Inc., a commercial real estate information company that tracks a wider array of buildings. In total, Costar tracks 53 office buildings, totaling just over a half million square feet of space in Arlington. These buildings are primarily located along Massachusetts Avenue and many of them are stick-built residential conversions. On average, these buildings are roughly 10,000 square feet in size. According to Costar, the largest office building in town is the Brigham's site located at 30 Mill Street. The most recently constructed office building is 180 Massachusetts Avenue, a 14-unit office condo building.

Currently, a handful of buildings post asking rents for space, ranging from \$19 up to \$40 per square foot. The average asking rent is \$25 per square foot, which is in line with Colliers Meredith & Grew's market research. The table below contains details on these properties.

| Building Address      | Property Type                   | Rentable Building Area | Total Available Space (SF) | % Leased | Avg Wtd Rent | Bldg Class | Yr Built | Owner Name                            |
|-----------------------|---------------------------------|------------------------|----------------------------|----------|--------------|------------|----------|---------------------------------------|
| 7 Central St          | Office                          | 17,000                 | 2,224                      | 87%      | \$19.40      | C          | 1927     | American Alarm & Communications, Inc. |
| 297 Broadway          | Office                          | 32,709                 | 2,649                      | 92%      | \$20.16      | C          | 1925     | Sheffield Partners LLC                |
| 180 Massachusetts Ave | Office with street-level Retail | 23,420                 | 1,280                      | 100%     | \$40.00      | C          | 1988     | Office Condo - Multiple Owners        |
| 792 Massachusetts Ave | Medical Office                  | 6,000                  | 800                        | 87%      | \$20.00      | B          | 1910     | Jason Ter Llc                         |
| 5-11 Water St         | Office                          | 29,000                 | 3,500                      | 88%      | \$24.00      | C          | 1911     | Water Power Trust                     |
| Average               |                                 | 21,626                 | 2,091                      | 91%      | \$24.71      |            | 1932     |                                       |

Arlington has significantly less commercial office space than its neighbors because office tenants and developers have preferred to locate to communities served by the MBTA subway lines (Cambridge) or locations with ample parking and close proximity to Route 128/Route 95 (Lexington, Waltham and Burlington). Most of the commercial office development has been small scale and many of the buildings are used for medical offices. Recently, discussion regarding the redevelopment of the Brigham's site has focused on residential construction, although an earlier developer proposed a medical office development.

Another redevelopment site under discussion is the Symmes Hospital site. In 2002, Arlington voters approved a \$14 million Proposition 2 1/2 debt-exclusion override to buy the former Symmes Hospital. The development rights for the site were awarded to EA Fish, who partnered with JPI in 2007. JPI has demolished five townhouse buildings on the 18-acre site, installed utilities and paved the road to make way for the mixed-use development. JPI has proposed Jefferson at Arlington 360, a 200-unit apartment complex that was slated to be completed in 2010 but has since been shelved, pending improvements in the capital markets.

A commercial development project that could potentially be replicated at the Gold's Gym site is the 27-unit, 22 Mill Street Professional Building. The four-story, brick building was built in 1984 and contains 45,454 rentable square feet (approximately 1,700 square feet per unit). While the Gold's Gym site could accommodate a larger scale version of a commercial office development like the 22 Mill Street Professional Building, it is unlikely that the current market rents, even at the high end, will be enough to entice a developer to build a large scale, speculative office development at the site. Later in this study we will discuss the feasibility of housing at this site and while we think that housing is the most viable development type, it is possible that a mixed use development with housing and some amount of office or retail space could be viable.

## Hotel Market Overview

Similar to the commercial office market, the hotel market in Arlington is very small due to competition from its more accessible neighbors. Most visitors priced out of the Boston market opt to stay in Cambridge, Quincy or other locations that are directly served by the MBTA subway lines. Business travelers will either stay downtown, Cambridge or closer to the office parks of Waltham, Burlington and other communities along Route 128. A quick search of the area yielded one hotel, the Homewood Suites, which is located on Massachusetts Avenue near the Alewife Brook Parkway. The 100-key hotel was constructed in 2002 and sold in 2007 for \$15,975,000 or \$159,750 per key. The hotel offers short term and long term accommodations and currently posts a rack rate of \$179/night.

Demand for hotel rooms in Arlington is weak due to the lack of larger corporate office campuses, hospitals, universities or tourist attractions. In addition to poor demand, Arlington does not have the highway or public transportation access to connect it to higher demand areas. Overall, there does not appear to be sufficient demand to support a new large scale hotel at the Gold's Gym site or anywhere else in Arlington.



## Retail Market

Costar tracks 66 retail buildings in Arlington, totaling 579,000 square feet of space. The majority of these buildings are located along Massachusetts Avenue and Broadway. Retail in Arlington includes restaurants, supermarkets, banks, gas stations and other uses. The largest retail shop is the 58,679 square foot Stop & Shop at 905 Massachusetts Avenue. Currently, a handful of buildings post asking rents for space ranging from \$16 up to \$43 per square foot. The average asking rent is \$26 per square foot. The table below contains details on these properties.

| Building Address                                   | Type                     | Rentable Building Area (S) | Total Available Space (SF) | Percent Leased | Average Weighted Rent | Notes   |
|--|--------------------------|----------------------------|----------------------------|----------------|-----------------------|---|
| 1040-1060 Massachusetts Ave                        | General Freestanding     | 12,000                     | 2,700                      | 78%            | \$16                  | Brattle Plaza - listed space currently used as a law office |
| 676-683 Massachusetts Ave                          | Storefront Retail/Office | 11,809                     | 2,000                      | 83%            | \$18                  | Strip Mall tenants include Coyote Impressions               |
| 882B Massachusetts Ave                             | Restaurant               | 1,200                      | 1,200                      | 0%             | \$27                  |   |
| 25 Massachusetts Ave                               | General Freestanding     | 6,000                      | 6,000                      | 0%             | \$30                  | Former Hollywood Video                                      |
| 1337 Massachusetts Ave                             | General Freestanding     | 1,520                      | 950                        | 100%           | \$30                  | The UPS Store   |
| 1193 Mass Ave                                      | Strip                    | 10,000                     | 920                        | 91%            | \$20                  | WT Phelan Insurance   |
| Arlington Village Shoppes - 1398 Massachusetts Ave | Strip                    | 22,000                     | 12,300                     | 44%            | \$43                  | Bierbrier Development                                       |
| Average  |                          | 9,088                      | 4,192                      |                | \$26                  |   |

Retail in Arlington is small scale, with very few destination retailers. High-quality retailers have demonstrated a preference for locating at any one of the number of shopping centers in nearby communities like Watertown and Burlington. In addition, large retailers (like big box stores and national chains) look to locate along higher volume roadways where large retail pads are available to accommodate large stores with ample surface parking. The challenge for the Gold's Gym site is that in order to justify a retail development at the location, it would require a large, destination retailer or a collection of smaller niche retailers, all groups that would rather locate on a higher traffic thoroughfare with better site visibility, access and parking capacity. It is possible that retail space as a portion of a mixed use development at the Gold's Gym site is viable, although the retail space will likely serve as a convenience or amenity for the development and not contribute to the overall health of Arlington's commercial centers. A retail village would be an attractive development at the site, however, given the cost of new development, developers are likely to charge rents that are more appropriate for tonier neighbors to the north and west. The most viable retailer to locate at the site would be a large neighborhood convenience retailer such as an upscale grocer. This scenario appears viable given the lack of grocery-store choice in the area.

## Housing Market

According to demographic data company AGS, Arlington's 41,000 people live in 19,400 housing units, of which 6,530 are rentals. The vacancy rate for all units in 2008 was 7.0%, although this estimate may under-represent current conditions. (For complete demographic data, please refer to Exhibit B: Demographics).

A quick database search of buildings in Arlington yields approximately 70 apartment buildings with over 9 units each. These buildings include mid-rise, high-rise and garden-style apartments. Many of the buildings were built after World War II and are primarily located along Massachusetts Avenue, Broadway and Brattle Drive. Of these buildings, the four buildings that most commonly occur when conducting an internet search of apartment rentals in Arlington are the 146-unit Millbrook Square Apartments, the 71-unit Grove Apartments, the 48-unit Parkway-Mystic Apartments and the 43-unit Cedar Crest Apartments.

The most recently completed luxury rental project that comes up in an internet search is the Legacy at Arlington Center. The 110-unit project at 420-440 Massachusetts Avenue was completed in 2000. The building consists of a mix of one- and two-bedroom units with monthly rental rates ranging from \$1,525 to \$1,650 for a one-bedroom unit (averaging 880 square feet) up to \$1,800 to \$2,400 for a two-bedroom unit (averaging 1,400 square feet).

While Arlington does have a number of relatively large apartment complexes, the majority of its rental housing stock is in 2-family buildings. A search of MLS rentals in Arlington yields the following table:

| Location             | Building Type       | # Beds | Unit Size | Yr Built | Rent/Month | Rent/Yr/SF |
|----------------------|---------------------|--------|-----------|----------|------------|------------|
| 155 Madison Ave      | 2 Family            | 3      | 1,152     | 1966     | \$1,375    | \$14.32    |
| 55 Wyman Terrace     | 2 Family            | 2      | 1,100     | 1920     | \$1,395    | \$15.22    |
| 23 Oxford St         | 2 Family            | 2      | 1,100     | 1921     | \$2,500    | \$27.27    |
| 109 Westmoreland Ave | 2 Family            | 2      | 991       | 1969     | \$1,100    | \$13.32    |
| 78 Highland Ave      | 2 Family            | 2      | 1,236     | 1915     | \$1,450    | \$14.08    |
| 18 Richardson Ave    | 2 Family            | 2      | 1,100     | 1924     | \$1,500    | \$16.36    |
| The Rembrandt        | 45 unit condo bldg  | 2      | 963       | 1989     | \$1,800    | \$22.43    |
| 10 Jason St          | 2 Family            | 1      | 650       | 1925     | \$1,350    | \$24.92    |
| Arizona Terrace      | 118 unit condo bldg | 1      | 1,100     | 1965     | \$1,100    | \$12.00    |

On the following page, the table summarizes the largest residential condominium developments in Arlington, in order of year completed.

| Location                                      | # Units | Year Built | Sq Ft Range                     | Price Range         |
|---|---------|------------|---------------------------------|---------------------|
| Minuteman Village<br>40 Brattle               | 16      | 2008       | approx. 2,000 SF townhomes      | \$450,000-\$500,000 |
| Avenue 264<br>264 Mass. Ave.                  | 27      | 2005       | 700 SF 1 beds - 1,500 SF 3 beds | \$300,000-\$550,000 |
| Heritage Square<br>741 Mass. Ave.             | 19      | 2004       | 1,750-2,500 SF townhouses       | \$500,000-\$800,000 |
| Russell Place                                 | 40      | 2003       | 800 SF 1 bed - 2,250 SF 3 beds  | \$400,000-\$600,000 |
| Cutters Mill<br>Mill St & School St           | 33      | 2001       | 2,000-2,500 SF 2 beds           | \$450,000-\$500,000 |
| One Watermill Place                           | 130     | 1998       | 600 SF 1 bed - 1,250 SF 2 beds  | \$250,000-\$450,000 |
| The Rembrandt<br>975 Mass. Ave.               | 45      | 1989       | 800 SF 1 beds 1,250 SF 2 beds   | \$250,000-\$350,000 |
| Spy Pond Condos<br>Hamilton Road              | 142     | 1980s      | 600 SF 1 bed - 1,250 SF 2 beds  | \$200,000-\$500,000 |
| The Kentwood<br>990 Mass. Ave.                | 64      | 1972       | 800-1,000 SF 1 & 2 beds         | \$250,000-\$400,000 |
| 12 Pond Lane                                  | 42      | 1972       | 600 SF 1 bed - 1,250 SF 2 beds  | \$200,000-\$350,000 |
| Millbrook Condominiums<br>993-995 Mass. Ave.  | 99      | 1971       | 600 SF 1 bed - 1,250 SF 2 beds  | \$200,000-\$350,000 |
| Arizona Terrace<br>Mystic Valley Pkwy & Rt 16 | 118     | 1965       | 500-600 SF 1 beds               | \$150,000-\$200,000 |
| Old Colony Lane                               | 204     | 1965       | 400-1000                        | \$100,000-\$250,000 |
| Colonial Village<br>Lowell Street             | 144     | 1962       | 500 SF 1 beds - 1,000 SF 2 beds | \$150,000-\$250,000 |
| 128 Pleasant St                               | 36      | 1960       | 600-1000 SF                     | \$200,000-\$300,000 |
| The Cutter School<br>1 School Street          | 35      | 1925       | 800 SF 1 beds - 1,250 SF 2 beds | \$250,000-\$450,000 |
| The Irvington<br>135 Pleasant St              | 17      | 1906       | 1,000-2,500 SF 1 & 2 beds       | \$250,000-\$500,000 |
| 114 Pleasant St                               | 27      | 1900       | 600-800 SF 1 & 2 beds           | \$200,000-\$300,000 |
| The Locke School<br>88 Park Ave               | 39      | 1898       | 1 & 2 beds                      | \$250,000-\$500,000 |

According to the Warren Group, in the first quarter of 2009, the median condominium sale price in Arlington was \$324,000, down 12% from its 2005 peak of \$368,225. While pricing may be weak currently, residential housing is likely to stabilize longer term and is the highest and best use for the Gold's Gym site. While Arlington's population is stagnant, demand for housing is anticipated to rebound given that Arlington remains a very desirable community given its access to Metropolitan Boston, its diverse population, good schools and commercial centers. The number of units will ultimately depend on the land price and construction costs since higher costs require more units to achieve economic feasibility. Whether a developer pursues a for-rent or for-sale residential development at the site will depend on the state of the economy and the capital markets at the time of development. Currently, developers are reporting that financing for apartments is slightly easier to obtain than financing for



condominiums. Most developments in Arlington contain one and two-bedroom units as opposed to larger townhouse style projects given that more than two-thirds of households in Arlington are one and two person households. We anticipate that this trend will continue and that development of the Gold's Gym site will likely include a substantial number of units consisting of primarily one and two-bedroom units.

The most likely development at the Gold's Gym site will be a mix of uses, including residential and some neighborhood retail. It is possible that a developer may secure a large, specialty retailer such as a gourmet grocer or an office user like a medical or law practice. An urban village would be an attractive project and would create demand for the commercial areas of Arlington. The site benefits from access from both Park Avenue and Lowell Street. For larger-scale retail to work at the site, and to promote further cohesion with Arlington's commercial areas, we recommend that the site have an access point along Massachusetts Avenue. Details on site constraints due to grade changes, contamination from former uses and wetlands will need to be reviewed in order to ensure that those factors do not make development at the site cost prohibitive. In addition, any analysis of a redevelopment proposal should take into account that there are a number of businesses located on the four and a half acre site and so redevelopment of the site could potentially result in a net-decrease in jobs if the site is replaced with all residential development.

## II. Schouler Court Site analysis

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At the corner of Schouler Court and Mass. Ave., there is a former garage currently for sale by Stop & Shop, but not actively marketed. Adjacent to the garage is a former florist and garage, both of which are empty. The owner of both these two properties, Arlington Lithograph, is interested in either converting the empty storefronts into a retail store or leasing out the space.

Redevelopment is constrained by its secondary retail locations, limited parking, and would be dependent on incentives from the owner. Incentive examples include modest lease terms, fit-up costs, length of lease terms, and ventilation system.

The proposed plan encourages Stop & Shop to either renovate or sell its deteriorating garage, encourage Arlington Lithograph to open a shop or rent out the empty storefront, and/or encourage both owners to eliminate front yard parking, replace Arlington Lithograph's empty greenhouse with shared surface parking, which would allow for the possibility of a public plaza or outdoor seating for a café along Mass. Ave.

### A. RETAIL MARKET STUDY

## Memorandum

August 12, 2009  
To: Larry Koff,  
Larry Koff & Associates  
From: Carol Todreas  
RE: Schouler Court

The Schouler Court location in Arlington, MA, has the benefit of being adjacent to the Stop and Shop Supermarket. As such it has parking and visibility from the street. It is a site suited for a destination use, a tenant whose market is mainly customers needing parking. The problem, however, is that most retail tenants that require parking fall into the category of "Big Box", and the site is not large enough to accommodate that size retailer. Therefore, tenant types that would utilize the site are smaller specialty retailers whose market base comes from the adjacent residential neighborhoods or convenience uses that complement the supermarket.

Based on size, configuration, and location, tenant types that are likely to be interested are: dry cleaners, banks, family/burger restaurants, veterinarian and pet-related stores, framers and prints stores, spa/ facial salons, specialty home furnishings, sporting goods, specialty bakery and food market. There is also a possibility that one of these uses could be combined with a café/bakery. Some specific tenant examples are: Friendly's (regional chain), Cabots (Newton) 4 Burgers (Cambridge) Pemberton Market (Cambridge), Elizabeth Grady Facial Salon (Boston), and China Fair Tabletop (Cambridge).

The owner of Arlington Lithograph has indicated an interest in opening a package store. From a location and market position, a beverage/package store, either full alcohol or wine and malt

would be viable in this location as a complement to the supermarket. The question the town would need to answer is whether this is an appropriate location for this use, which might ideally be located in one of the three retail centers to add to the vitality and bring in customers to these locations. Furthermore, the proximity to the school and the availability of a package license are issues which would require additional review by the Town and the Alcohol Beverage Control Commission, which might obstruct or severely delay the establishment of such a business.

To support the vitality of the town's three commercial centers, additional destination retail and restaurant uses are to be discouraged in Mass Ave Corridor locations like Schouler Court. An alternative is to encourage non-retail, "creative" types of businesses, such as interior designers and decorator studios, architects and engineers, or specialized schools, such as real estate, dance studios, community ed., or programs like the Children's Room.

Regarding retail rents along the Massachusetts Avenue corridor in Arlington, MA: there is a wide range from \$15 to \$42 per square foot asking with several vacancies at this writing. Retail tenants are aware that the rental market is soft and filled with choices at the moment; therefore, the rent and conditions are quite negotiable and dependant on several factors from precise location, parking, length of term, rental structure, incentives, character and size of space. If a prospect has made an overture to the owner, it is likely the base rent would settle somewhere in the low \$20's; however, rent relates to occupancy costs and this rent would finally depend on what subsidies and incentives the owner provides. If the owner solicits interest from a tenant, the subsidy would be far greater. No matter who the prospect is or who starts the negotiations, it is probable that the owner will have to provide a tenant with substantial physical improvements and a below-market-rate rent for the first eighteen to twenty-four months of the lease.

## B. PROPOSED SITE PLAN





## C. SCHOULER COURT MARKET STUDY BY COLLIERS MEREDITH & GREW

# MEMORANDUM

TO: Larry Koff, Larry Koff & Associates

FROM: Jessica Sawyer

DATE: August 26, 2009

SUBJECT: Review of 887 Massachusetts Avenue, Arlington

Jessica Sawyer  
Assistant Vice President  
160 Federal Street  
Boston, Massachusetts 02110-1701  
Tel 617.330.8089  
Fax 617.330.8132  
Jessica.Sawyer@colliersmg.com


In June 2009, the Town of Arlington asked the consulting team to look into ways of improving the commercial viability of Massachusetts Avenue in the area near its intersection with Schouler Court. Currently, the Arlington Lithograph Co., Inc. occupies 6 Schouler Court and 895 Massachusetts Avenue, containing two buildings that are attached and form an "L" shape around 887 Massachusetts Avenue, a former garage currently owned by Stop & Shop. Arlington Lithograph is a commercial printing company that employs approximately 20 workers.

|             |  |  |                            |
|-------------|--|--|----------------------------|
| Address     | 901 Mass Ave Former Florist Shop/Garage                    | 6 Schouler Court Arlington Lithograph              | 887 Mass Ave Former Garage |
| Owner       | Arlington Lithograph                                       | Arlington Lithograph                               | Stop & Shop                |
| Lot         | 8,366 SF   | 8,499 SF   | 7,475 SF                   |
| Building SF | 1,700 SF Greenhouse 4,320 SF Basement 4,320 SF First Floor | 24 SF Porch 6,037 SF Basement 6,037 SF First Floor | 1,580 SF                   |

The table provides details on the three properties mentioned above.

The Stop & Shop-owned garage is currently on the market for \$450,000, according to Brian Roache of Atlantic Retail Properties, a broker representing Stop & Shop. However, there is no "for-sale" sign at the property and there is no listing on MLS or Atlantic Retail Properties' website. A follow-up call to Kirk Jackson at Stop & Shop confirmed that the property is for sale and that Atlantic Retail Properties is the broker.

The site is located along a quiet strip of Massachusetts Avenue and lacks the retail vibrancy of Arlington Heights or Arlington Center. While the neighboring high school and Stop & Shop create significant traffic, the number of empty storefronts across the street from the garage indicates that this is a soft retail location. It is possible that a café, coffeehouse, ice cream parlor or gourmet hamburger restaurant would be interested in locating at the site, however, given the poor condition of the building and the significant renovation costs necessary, it is unlikely that a local retailer would be willing to make such a significant capital outlay given that there are other less expensive and equally or better situated locations along Massachusetts Avenue. It is possible that a national retailer, such as a coffee shop, would be interested in the site if they were able to obtain a drive-thru, although this may not be feasible given the traffic from the high school. A national retailer such as a bank or convenience store would most likely require a larger lot, which would only be feasible if the site were combined with the Arlington Lithograph properties.



The most likely purchaser of the site at this time is Arlington Lithograph, since its property surrounds the site. When asked about this possibility, Eric Faiola of Arlington Lithograph did not indicate a strong desire to purchase the site. Mr. Faiola mentioned that Arlington Lithograph and Stop & Shop have had several conversations over the years about the sale of the site and none of those discussions resulted in a sale. At the time, Arlington Lithograph did not need the additional space but wanted to acquire the site to control the entire half-block. Those conversations also included discussion of Stop & Shop's possible acquisition of Arlington Lithograph's properties. The intention of the purchase was for Stop & Shop to demolish the buildings and increase its parking capacity and expand its store into a Super Stop & Shop format.

Mr. Faiola could not confirm if the firm intends to stay in Arlington over the long term, but he did express interest in renovating 901 Massachusetts Avenue into two storefronts. Currently, there is a "For Rent" sign in the window of the former florist. Opening up this vacant retail space depends upon Mr. Faiola's ability to find a tenant willing to locate to this site, which faces significant competition from the number of empty storefronts in the more heavily-trafficked retail cores of Arlington Center and Arlington Heights. In addition, the space requires significant fit-out including the addition of air-conditioning, a cost that will likely be capitalized in the lease rate, which may make this space more expensive than other spaces around town.

In addition, Mr. Faiola has expressed interest in opening an upscale wine shop in one of his two store-fronts. He is seeking to obtain a full liquor license for his store, which will need Town Meeting approval and may face opposition from community members that are concerned about the proximity of a liquor store to the high school. The owner has stated that he is willing to work with the Town.

While we recognize that convenient parking is important for his business, we believe that the site could be greatly enhanced by landscaping in front of 901 Massachusetts Avenue with possible seating if a café were to rent space in one of the storefronts. Please refer to attached plans by ICON Architecture for a graphic of what it would look like if the parking is eliminated and patio space is created along Massachusetts Avenue. To address the loss of parking, the graphic depicts the demolition of the greenhouse behind the former flower-shop and shows the addition of eight additional parking spaces. These spaces would be shared with Stop & Shop since they could only be accessed from the grocery store's parking lot. Cooperation between Stop & Shop and Arlington Lithograph is required in this scenario. Furthermore, it is important to note that even with the retention of parking spots in front of 895 Massachusetts Avenue, patrons at a potential retail store may park in Stop & Shop's parking lot, which may result in retaliatory enforcement of Stop & Shop's customer-only parking policies.

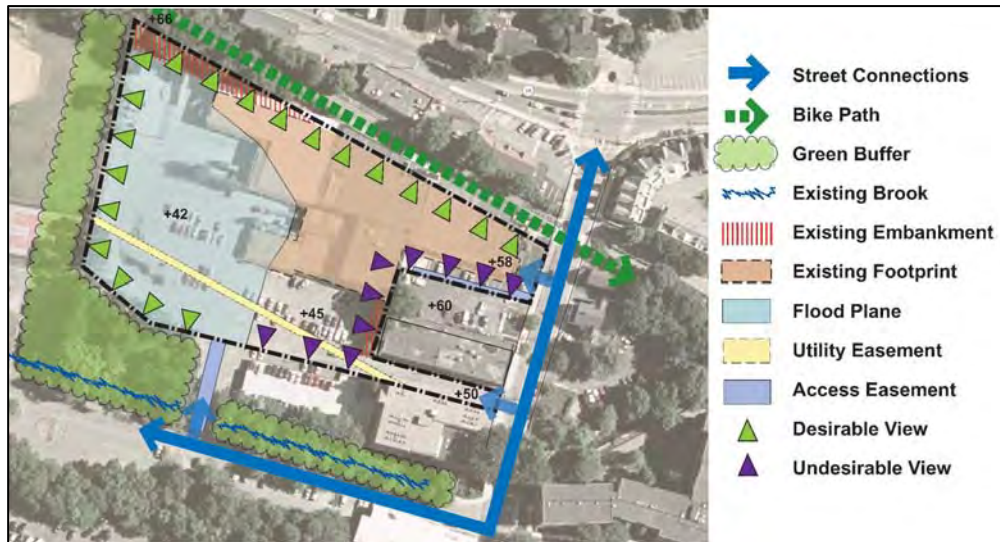
Given that the former florist and garage buildings are in good condition, the cost to fit out the property owned by Arlington Lithograph will be considerably less expensive than acquiring, demolishing and rebuilding the garage owned by Stop & Shop. It is possible that if Mr. Faiola were to be successful in opening or leasing the two storefronts, it may create enough retail vibrancy that a retailer would consider purchasing the corner garage parcel. It may even be possible over the long term that Mr. Faiola would consider purchasing the site for retail use if his two storefronts prove to be lucrative, however, retail is not his core business and it may be unlikely that he will consider making this type of investment.

### III. Brigham's Site Study

Located slightly west of Arlington Center is the former Brigham's corporate offices and production facility. The property has been sold to Wood Development Partners, LLC, who have already retained an architect to develop the property into 116 residential units, surface parking, and supporting retail.

#### A. DESIGN STUDY

Development guidelines could highlight features that should be respected, including the Minuteman Bikeway, flood plane, access points, views, building types, heights, massing, and location of retail. An issues map and an example of a potential site plan from ICON Architecture is shown below.





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## Executive Summary

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## Office Market Overview

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| 7 Central St          | Office                          | 17,000                 | 2,224                      | 87%      | \$19.40      | C          | 1927     | American Alarm & Communications, Inc. |
| 297 Broadway          | Office                          | 32,709                 | 2,649                      | 92%      | \$20.16      | C          | 1925     | Sheffield Partners LLC                |
| 180 Massachusetts Ave | Office with street-level Retail | 23,420                 | 1,280                      | 100%     | \$40.00      | C          | 1988     | Office Condo - Multiple Owners        |
| 792 Massachusetts Ave | Medical Office                  | 6,000                  | 800                        | 87%      | \$20.00      | B          | 1910     | Jason Ter Llc                         |
| 5-11 Water St         | Office                          | 29,000                 | 3,500                      | 88%      | \$24.00      | C          | 1911     | Water Power Trust                     |
| Average               |                                 | 21,626                 | 2,091                      | 91%      | \$24.71      |            | 1932     |                                       |

Arlington has significantly less commercial office space than its neighbors because office tenants and developers have preferred to locate to communities served by the MBTA subway lines (Cambridge) or locations with ample parking and close proximity to Route 128/Route 95 (Lexington, Waltham and Burlington). Most of the commercial office development has been small scale and many of the buildings are used for medical offices. The table below provides details on a few recently proposed projects.

| Location             | Details   |
|----------------------|---|
| 75 Summer Street     | The site is currently owned by Mirak and they have proposed a 11,500 square-foot Class B office building with street level retail.  |
| Symmes Hospital Site | In 2002, Arlington voters approved a \$14 million Proposition 2 1/2 debt-exclusion override to buy the former Symmes Hospital. The development rights for the site were awarded to EA Fish, who partnered with JPI in 2007. JPI had demolished five townhouse buildings on the 18-acre site, installed utilities and paved the road to make way for the mixed-use development. JPI has proposed Jefferson at Arlington 360, a |





|   |
|---|
| 200-unit apartment complex that was slated to be completed in 2010 but has since been shelved, pending improvements in the capital markets. |
|---|

The Brigham's site is located next to the 27-unit, 22 Mill Street Professional Building. The four-story, brick building was built in 1984 and contains 45,454 rentable square feet (approximately 1,700 square feet per unit). While the Brigham's site could accommodate a larger scale version of a commercial office development like the 22 Mill Street Professional Building, it is unlikely that the current market rents, even at the high end, will be enough to entice a developer to build at the site. Later in this study we will discuss the feasibility of housing at this site and while we think that housing is the most viable development type, it is possible that a mixed use development with housing and some amount of office or retail space could be viable.



## Hotel Market Overview

Similar to the commercial office market, the hotel market in Arlington is very small due to competition from its more accessible neighbors. Most visitors priced out of the Boston market opt to stay in Cambridge, Quincy or other locations that are directly served by the MBTA subway lines. Business travelers will either stay downtown, Cambridge or closer to the office parks of Waltham, Burlington and other communities along Route 128. A quick search of the area yielded one hotel, the Homewood Suites by Hilton Cambridge-Arlington, which is located on Massachusetts Avenue near the Alewife Brook Parkway. The 100-key hotel was constructed in 2002 and sold in 2007 for \$15,975,000 or \$159,750 per key. The hotel offers short term and long term accommodations and currently posts a rack rate of \$179/night.

Demand for hotel rooms in Arlington is weak due to the lack of larger corporate office campuses, hospitals, universities or tourist attractions. In addition to poor demand, Arlington does not have the highways or public transportation access to connect it to higher demand areas. Overall, there does not appear to be sufficient demand to support a new large scale hotel at the Brigham's site or anywhere else in Arlington.

## Retail Market

Costar tracks 66 retail buildings in Arlington, totaling 579,000 square feet of space. The majority of these buildings are located along Massachusetts Avenue and Broadway. Retail in Arlington includes restaurants, supermarkets, banks, gas stations and other uses. The largest retail shop is the 58,679 square foot Stop & Shop at 905 Massachusetts Avenue. Currently, a handful of buildings post asking rents for space, ranging from \$16 up to \$43 per square foot. The average asking rent is \$26 per square foot. The table below contains details on these properties.

| Building Address                                   | Type                     | Rentable Building Area (S) | Total Available Space (SF) | Percent Leased | Average Weighted Rent | Notes  |
|--|--------------------------|----------------------------|----------------------------|----------------|-----------------------|--|
| 1040-1060 Massachusetts Ave                        | General Freestanding     | 12,000                     | 2,700                      | 78%            | \$16                  | Brattle Plaza - listed spaces currently used as a law office |
| 676-683 Massachusetts Ave                          | Storefront Retail/Office | 11,809                     | 2,000                      | 83%            | \$18                  | Strip Mall tenants include Coyote Impressions                |
| 882B Massachusetts Ave                             | Restaurant               | 1,200                      | 1,200                      | 0%             | \$27                  |  |
| 25 Massachusetts Ave                               | General Freestanding     | 6,000                      | 6,000                      | 0%             | \$30                  | Former Hollywood Video                                       |
| 1337 Massachusetts Ave                             | General Freestanding     | 1,520                      | 950                        | 100%           | \$30                  | The UPS Store  |
| 1193 Mass Ave                                      | Strip                    | 10,000                     | 920                        | 91%            | \$20                  | WT Phelan Insurance  |
| Arlington Village Shoppes - 1398 Massachusetts Ave | Strip                    | 22,000                     | 12,300                     | 44%            | \$43                  | Bierbrier Development  |
| Average  |                          | 9,088                      | 4,192                      |                | \$26                  |  |

Retail in Arlington is small scale, with very few destination retailers. High-quality retailers have demonstrated a preference for locating at any one of the number of shopping centers in nearby communities like Watertown and Burlington. In addition, large retailers (like big box stores and national chains) look to locate along higher volume roadways where large retail pads are available to accommodate large stores with ample surface parking. The challenge for the Brigham's site is that in order to justify a retail development at the location, it would require a large, destination retailer or a collection of smaller niche retailers, all groups that would rather locate on a higher traffic thoroughfare with better site visibility, access and parking capacity. It is possible that retail space as a portion of a mixed use development at the Brigham's site is viable, although the retail space will likely serve as a convenience or amenity for the development and not contribute to the overall health of Arlington's commercial centers.



## Housing Market

According to demographic data company AGS, Arlington's 41,000 people live in 19,400 housing units, of which 6,530 are rentals. The vacancy rate for all units in 2008 was 7.0%, although this estimate may under-represent current conditions. (For complete demographic data, please refer to Exhibit B: Demographics).

A quick database search of buildings in Arlington yields approximately 70 apartment buildings with over nine units each. These buildings include mid-rise, high-rise and garden-style apartments. Many of the buildings were built after World War II and are primarily located along Massachusetts Avenue, Broadway and Brattle Drive. Of these buildings, the four buildings that most commonly occur when conducting an internet search of apartment rentals in Arlington are the 146-unit Millbrook Square Apartments, the 71-unit Grove Apartments, the 48-unit Parkway-Mystic Apartments and the 43-unit Cedar Crest Apartments.

The most recently completed luxury rental project that comes up in an internet search is the Legacy at Arlington Center. The 110-unit project at 420-440 Massachusetts Avenue was completed in 2000. The building consists of a mix of one- and two-bedroom units with monthly rents ranging from \$1,525 to \$1,650 for a one-bedroom unit (averaging 880 square feet) up to \$1,800 to \$2,400 for a two-bedroom unit (averaging 1,400 square feet).


While Arlington does have a number of relatively large apartment complexes, the majority of its rental housing stock is in 2-family buildings. A search of MLS rentals in Arlington yields the following table:

| Location             | Building Type       | # Beds | Unit Size | Yr Built | Rent/Month | Rent/Yr/SF |
|----------------------|---------------------|--------|-----------|----------|------------|------------|
| 155 Madison Ave      | 2 Family            | 3      | 1,152     | 1966     | \$1,375    | \$14.32    |
| 55 Wyman Terrace     | 2 Family            | 2      | 1,100     | 1920     | \$1,395    | \$15.22    |
| 23 Oxford St         | 2 Family            | 2      | 1,100     | 1921     | \$2,500    | \$27.27    |
| 109 Westmoreland Ave | 2 Family            | 2      | 991       | 1969     | \$1,100    | \$13.32    |
| 78 Highland Ave      | 2 Family            | 2      | 1,236     | 1915     | \$1,450    | \$14.08    |
| 18 Richardson Ave    | 2 Family            | 2      | 1,100     | 1924     | \$1,500    | \$16.36    |
| The Rembrandt        | 45 unit condo bldg  | 2      | 963       | 1989     | \$1,800    | \$22.43    |
| 10 Jason St          | 2 Family            | 1      | 650       | 1925     | \$1,350    | \$24.92    |
| Arizona Terrace      | 118 unit condo bldg | 1      | 1,100     | 1965     | \$1,100    | \$12.00    |

On the following page, the table summarizes the largest residential condominium developments in Arlington, in order of year completed.

| Location                                      | # Units | Year Built | Sq Ft Range                        | Price Range         |
|---|---------|------------|------------------------------------|---------------------|
| Minuteman Village<br>40 Brattle               | 16      | 2008       | approx. 2,000 SF townhomes         | \$450,000-\$500,000 |
| Avenue 264<br>264 Mass. Ave.                  | 27      | 2005       | 700 SF 1 beds - 1,500 SF 3<br>beds | \$300,000-\$550,000 |
| Heritage Square<br>741 Mass. Ave.             | 19      | 2004       | 1,750-2,500 SF townhouses          | \$500,000-\$800,000 |
| Russell Place                                 | 40      | 2003       | 800 SF 1 bed - 2,250 SF 3 beds     | \$400,000-\$600,000 |
| Cutters Mill<br>Mill St & School St           | 33      | 2001       | 2,000-2,500 SF 2 beds              | \$450,000-\$500,000 |
| One Watermill Place                           | 130     | 1998       | 600 SF 1 bed - 1,250 SF 2 beds     | \$250,000-\$450,000 |
| The Rembrandt<br>975 Mass. Ave.               | 45      | 1989       | 800 SF 1 beds 1,250 SF 2 beds      | \$250,000-\$350,000 |
| Spy Pond Condos<br>Hamilton Road              | 142     | 1980s      | 600 SF 1 bed - 1,250 SF 2 beds     | \$200,000-\$500,000 |
| The Kentwood<br>990 Mass. Ave.                | 64      | 1972       | 800-1,000 SF 1 & 2 beds            | \$250,000-\$400,000 |
| 12 Pond Lane                                  | 42      | 1972       | 600 SF 1 bed - 1,250 SF 2<br>beds  | \$200,000-\$350,000 |
| Millbrook Condominiums<br>993-995 Mass. Ave.  | 99      | 1971       | 600 SF 1 bed - 1,250 SF 2 beds     | \$200,000-\$350,000 |
| Arizona Terrace<br>Mystic Valley Pkwy & Rt 16 | 118     | 1965       | 500-600 SF 1 beds                  | \$150,000-\$200,000 |
| Old Colony Lane                               | 204     | 1965       | 400-1000                           | \$100,000-\$250,000 |
| Colonial Village<br>Lowell Street             | 144     | 1962       | 500 SF 1 beds - 1,000 SF 2<br>beds | \$150,000-\$250,000 |
| 128 Pleasant St                               | 36      | 1960       | 600-1000 SF                        | \$200,000-\$300,000 |
| The Cutter School<br>1 School Street          | 35      | 1925       | 800 SF 1 beds - 1,250 SF 2<br>beds | \$250,000-\$450,000 |
| The Irvington<br>135 Pleasant St              | 17      | 1906       | 1,000-2,500 SF 1 & 2 beds          | \$250,000-\$500,000 |
| 114 Pleasant St                               | 27      | 1900       | 600-800 SF 1 & 2 beds              | \$200,000-\$300,000 |
| The Locke School<br>88 Park Ave               | 39      | 1898       | 1 & 2 beds                         | \$250,000-\$500,000 |

According to the Warren Group, in the first quarter of 2009, the median condominium sale price in Arlington was \$324,000, down 12% from its 2005 peak of \$368,225. While pricing may be weak currently, residential housing is likely to stabilize longer term and is the highest and best use for the Brigham's site. While Arlington's population is stagnant, demand for housing is anticipated to rebound given that Arlington remains a very desirable community given its access to Metropolitan Boston, its diverse population, good schools and commercial centers. The number of units will ultimately depend on the land price and construction costs since higher costs require more units to achieve economic feasibility. Whether a developer pursues a for-rent or for-sale residential



development at the site will depend on the state of the economy and the capital markets at the time of development. Currently, developers are reporting that financing for apartments is slightly easier to obtain than financing for condominiums. Most developments in Arlington contain one and two-bedroom units as opposed to larger townhouse style projects given that more than two-thirds of households in Arlington are one and two person households. We anticipate that this trend will continue and that development of the Brigham's site will likely include a substantial number of units consisting of primarily one and two-bedroom units.